

PERSONNEL MANAGEMENT SERVICE

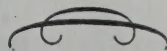
EDITED BY

THE PERSONNEL MANAGEMENT BUREAU

OF THE

COMMERCE AND INDUSTRY ASSOCIATION
OF NEW YORK, INC.

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Introduction

The Commerce and Industry Association of New York, Inc., herewith presents its "PERSONNEL MANAGEMENT SERVICE" in loose-leaf form. The objects of the loose-leaf format are as follows:

1. To combine under one cover the previous publications of the Personnel Management Bureau of the Association, namely, the "Annual Survey of Clerical Rates and Personnel Practices" and the "Current Index of Clerical Salary Rates."
2. To provide for the publication of additional information bearing upon wage and salary rates and personnel practices accumulated from time to time by the Personnel Management Bureau.

As the work is presently planned it will consist of the following material:

1. General Information and Explanatory Matter.
2. Clerical Salary Rates.
3. Personnel Practices.

Plans for expansion include the addition of the following sections:

1. Standardized union wage rates, e.g., Building Trades, Printing Trades, etc.
2. Spot surveys on jobs of general interest.
3. Special bulletins of permanent import issued by the Personnel Management Bureau.

Advice and assistance in connection with the use of this publication or in connection with wage and salary rates generally, are provided by the Association as required by the members. Write or phone (REctor 2-5200) the Personnel Management Bureau staff listed below:

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21 Feb. 49

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**THE
PERSONNEL MANAGEMENT BUREAU
of the
COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK, INC.**

CONSULTATION—INFORMATION—PLANT INSPECTION

Available to Members
Regularly

INDUSTRIAL ORGANIZATION:

Management Methods and Functions
Allocation of Supervisory and Administrative Duties
Work Process Arrangement; Production Problems; Motion Study

LABOR RELATIONS:

Arbitration
Jurisdictional Problems
Union Organization Problems
Union Contract Negotiation and Administration
National Labor-Management Relations Act 1947 (Taft-Hartley)

WAGES AND SALARIES:

Job Evaluation
Merit Rating
Incentive and Piece Rate Plans
Rate Surveys

GOVERNMENT CONTROLS:

Overtime — Fair Labor Standards Act
Walsh-Healey Act
Bacon-Davis Act

Minimum Wage:
State Orders
Federal Statutes
Equal Pay Laws
Anti-Discrimination Laws

VETERANS PROBLEMS:

Reinstatement
Retraining
Rehabilitation Agreements

PERSONNEL PROBLEMS:

Vacations, Holidays, Seniority, Multiple Shifts, Severance Pay,
Training, Promotions, Transfers, Miscellaneous Working Conditions,
Current Practice Surveys.

MISCELLANEOUS EMPLOYER-EMPLOYEE PROBLEMS

CLERICAL SALARY SURVEY

September 1, 1947

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PARTICIPATING ORGANIZATIONS

340 organizations participated in this survey, reporting rates paid to 51,353 clerical employees working within the 5 boroughs of New York City. Of these, 67 organizations requested anonymity. The remaining 273 are listed below:

Acorn Packaging & Packing Corporation
 Aeon International Corporation
 Alcoa Steamship Company, Inc.
 Allis-Chalmers Manufacturing Company
 American Association of Advertising Agencies
 American Can Company
 American Chain & Cable Company, Inc.
 American Chicle Company
 American Cyanamid Company
 American District Telegraph Company, Inc.
 American Factors Ltd.
 American-Hawaiian Steamship Company
 American Institute of Steel Construction, Inc.
 American Machine & Foundry Company
 American Management Association
 American Molasses Company
 American Museum of Natural History
 American Overseas Airlines, Inc.
 American Smelting & Refining Company
 The American Sugar Refining Company
 American Transit Association
 American Viscose Corporation
 F. W. Anderson & Company, Inc.
 Arkwright, Inc.
 Artistic Foundations, Inc.
 Atlantic, Gulf & West Indies Steamship Lines
 The Babcock & Wilcox Company
 Bache & Company
 Baker, Voorhis & Company, Inc.
 The Bank for Savings in the City of New York
 Bank of New York
 Bankers Commercial Corporation
 Barrington Associates, Inc.
 Bell Telephone Laboratories, Inc.
 Biddle Purchasing Company
 Bigelow-Sanford Carpet Company, Inc.
 Sidney Blumenthal & Company, Inc.
 Blyth & Company, Inc.
 Board of National Missions of the Presbyterian
 Church in the U.S.A.
 Irving R. Boody & Company, Inc.
 The Borden Company
 The Bowery Savings Bank
 Brooklyn Yarn Dye Company, Inc.
 Brune, Nadler & Cuffe
 Bulkley, Dunton Paper Company, S. A.
 Bulova Watch Company, Inc.
 Burns Brothers
 Cameron Machine Company
 Frank E. Campbell "The Funeral Church," Inc.
 Celanese Corporation of America
 Chubb & Son
 Cities Service Company
 City and Suburban Homes Company
 Coleman & Company
 Columbia Broadcasting System
 The Columbia Mills, Inc.
 Commerce and Industry Association of New York, Inc.

PARTICIPATING ORGANIZATIONS (Cont'd)

Commercial Factors Corporation
Consolidated Edison Company of New York, Inc.
Consolidated Lithographing Corporation
Continental Baking Company
Corn Products Refining Company
Ralph C. Coxhead Corporation
Criterion Advertising Company, Inc.
Crucible Steel Company of America
Defiance Sales Corporation
The Dentists' Supply Company of New York
The A. De Pinna Company
Dictaphone Corporation
L. F. Dommerich & Company
B. F. Drakenfeld & Company, Inc.
Duffy-Mott Company, Inc.
East River Savings Bank
Edison Electric Institute
J. Einstein, Inc.
Electrolux Corporation
Emigrant Industrial Savings Bank
A. & J. Engel, Inc.
Eppens, Smith Company, Inc.
Equitable Life Assurance Society
Excess Insurance Company
The Fairbanks Company
P. Feiner & Sons, Inc.
Fiduciary Trust Company of New York
The First Boston Corporation
First of Boston International Corporation
Austin M. Fisher Associates
Freeport Sulphur Company
Fritzsche Brothers, Inc.
Joseph Froggatt & Company, Inc.
G. M. Manufacturing Company
General Aniline & Film Corporation
General Electric Company
General Foods Corporation
Good Humor Corporation
The B. F. Goodrich Company
John H. Graham & Company, Inc.
W. T. Grant Company
The Gray Envelope Manufacturing Company, Inc.
Graybar Electric Company
The Great Atlantic & Pacific Tea Company
R. W. Greeff & Company, Inc.
Greenwood Mills, Inc.
Guaranty Trust Company of New York
The Guardian Life Insurance Company of America
Gulf Oil Corporation
Handy & Harman
Harper & Brothers
Harriman, Ripley & Company, Inc.
Hartol Petroleum Corporation
Hat Corporation of America
Hearn Department Stores, Inc.
O. P. Held
Helmar Import & Novelty Company, Inc.
The Hills Brothers Company
Hirsch & Company
Home Life Insurance Company
Home Title Guaranty Company
Hoover Processed Letters, Inc.

PARTICIPATING ORGANIZATIONS (Cont'd)

Alfred Hopkins & Associates
Richard Hudnut & William R. Warner &
Company, Inc.
The Imperial Export Company, Inc.
International Business Machines Corporation
International Mutoscope Corporation
International Telephone & Telegraph Corporation
Intertype Corporation
Irving Trust Company
Johns-Manville Corporation
Jones & Whitlock, Inc.
Kay Manufacturing Corporation
Keiner Williams Stamping Company
M. W. Kellogg Company
Richard Kelly
Kirkman & Son Division of Colgate-Palmolive-
Peet Company
Klein, Hinds & Finke
V. & E. Kohnstamm, Inc.
Kraft Foods Company
S. H. Kress & Company
Lamont, Corliss & Company
J. H. Latham
Lehman Brothers
Lehn & Fink Products Corporation
Frederick H. Levey Company
Edgar A. Levy Management Corporation
Liberty Mutual Insurance Company
Liebermann Waelchli & Company, New York, Inc.
Liebmann Breweries, Inc.
Eli Lilly and Company
Lily-Tulip Cup Corporation
The Linen Thread Company, Inc.
Mack Manufacturing Corporation
R. H. Macy & Co., Inc.
Markt & Hammacher Company
Masback Incorporated
Mason & Hanger Company, Inc.
The J. L. May Company
B. W. Mayer, Ltd.
McCall Corporation
James McCreery & Company
McCrorry Stores Corporation
William H. McGee and Company, Inc.
McKesson & Robbins, Inc.
McKinsey & Company
Merchants Refrigerating Company
Merrill Lynch, Pierce, Fenner & Beane
Metal & Thermit Corporation
Metropolitan Life Insurance Company
F. & J. Meyer
Middleton & Company, Ltd.
I. Miller & Sons, Inc.
Moore-McCormack Lines, Inc.
Moran Towing & Transportation Company, Inc.
The Motor Haulage Company, Inc.
Mutual Chemical Company of America
Nathan Manufacturing Company
National Association of Hosiery Manufacturers, Inc.
National Association of Insurance Agents
National Bureau of Casualty Underwriters
National Casket Company, Inc.

PARTICIPATING ORGANIZATIONS (Cont'd)

National Electrical Manufacturers Association
 The National Federation of Textiles, Inc.
 National Foundation for Infantile Paralysis, Inc.
 National Lead Company, Atlantic Branch
 National Shirt Shops, Inc.
 National Silver Company
 National Starch Products, Inc.
 The National Sugar Refining Company
 National Supply Export Corporation
 Nedick's, Inc.
 Nestle's Milk Products, Inc.
 Neuss, Hesslein & Company, Inc.
 The New Jersey Zinc Company
 New York City Omnibus Corporation & Fifth Avenue
 Coach Company
 New York Employing Printers Association, Inc.
 New York Stock Exchange
 New York Telephone Company
 The New York Times
 The New York Trust Company
 New York World-Telegram
 J. J. Newberry Company
 Niagara Alkali Company
 North American Cement Corporation
 Omni Products Corporation
 Otis Elevator Company
 Alexander Pach, Inc.
 Pacific Fire Insurance Company
 Pacific Mills
 Pan American World Airways, Inc.
 Parker Kalon Corporation
 Pastene & Company, Inc.
 J. C. Penney Company
 Personal Finance Company of New York
 Pillsbury Mills, Inc.
 Publix Shirt Corporation
 RCA International Division
 Radio Receptor Company, Inc.
 Raisler Corporation
 Reeves Brothers, Inc.
 Regal Knitwear Company, Inc.
 Robert Reis & Company
 Remington Rand, Inc.
 Rheem Manufacturing Company
 Riegel Paper Corporation
 Riegel Textile Corporation
 Rockefeller Center, Inc.
 Royal Typewriter Company, Inc.
 Scott, Foresman & Company
 Sears, Roebuck and Company
 Sheffield Farms Company, Inc.
 Shell Oil Company, Inc.
 Silver Burdett Company
 William Skinner & Sons
 W. & J. Sloane
 Society of Automotive Engineers, Inc.
 Socony-Vacuum Oil Company, Inc.
 Southeastern Cottons, Inc.
 A. G. Spalding & Brothers, Inc.
 The Spool Cotton Company
 Standard & Poor's Corporation
 Standard Oil Company (New Jersey)

PARTICIPATING ORGANIZATIONS (Cont'd)

Staten Island Edison Corporation
Stearns & Foster Company, Inc.
A. Steinam Company, Inc.
Stein Hall & Company
J. P. Stevens & Company, Inc.
Stevenson, Jordan & Harrison, Inc.
Sunshine Biscuits, Inc.
Sylvania Electric Products, Inc.
Tetley Tea Company, Inc.
Turner Halsey Company
Union Square Savings Bank
United Parcel Service
United States Guarantee Company
United States Smelting, Refining & Mining Company
United States Steel Export Company
Van Reekum Paper, Inc.
Vick Chemical Company
Wallerstein Company
Warner Brothers Pictures, Inc.
Water Works Service Company, Inc.
West Virginia Pulp and Paper Company
Western Electric Company, Inc.
The J. G. White Engineering Corporation
Whitehall Shipping Company
William Whitman Company, Inc.
John Wiley & Sons, Inc.
Robert Wilson Paper Corporation
The Yale and Towne Manufacturing Company

EXPLANATORY MATTER

The Annual Survey of Clerical Rates reported herein as of September 1, 1947, is one of a series of comparable surveys made as of the following dates:

December 1, 1944
 September 1, 1945
 January 15, 1946 (Supplement)
 September 1, 1946
 September 1, 1947 (Current)

By and large the definitions used are identical in all surveys. However, some classifications have been dropped and some other classifications added and an attempt has been made as time goes on to make certain job definitions more restrictive.

In order to expedite publication of the rates, the Rate Section of the survey is published in advance of the section dealing with Personnel Practices. Remittance of the pages which accompany this explanation is, therefore, confined to Rates. Personnel Practices and certain trend information will be sent as soon as publication can be arranged.

NEW FEATURES

1. An effort has been made to present all the facts with reference to each job title so that they will be immediately visible to the reader. Each job title has been arranged upon the left- and right-hand page so that the definition, the rate analysis, distribution chart, structural rate analysis and structural distribution chart can be inspected without turning a page.
2. Structural Rates for each job title have been incorporated in addition to actual paid rates. Means have been provided for identifying the industry grouping of each range reported.
3. Comparison blanks have been inserted in order that members may insert their own rates for purposes of comparison and for convenience in review, i. e., all the evidence can be presented conveniently by the wage administrator to top management.

SURVEY METHOD

Actual paid rates were reported as such and tabulated as such. Ranges were also reported and tabulated separately from the paid rates. To insure accuracy of definition, job definitions in full text were placed in juxtaposition to the spaces provided for reporting the rates for each job. Reporting firms were requested to report according to the definition regardless of their own titles and to omit rates where the duties were not clearly within the definition. No investigation was undertaken by the Association of the actual conformity of the jobs reported with the definitions; nevertheless, it is believed that cases of misdefinition are, in view of the method of presenting the results, adequately discountable for most jobs reported. The general results on any particular job should always be checked with the different industrial classifications to guard against ambiguities of definition as construed by different industry groupings. (See explanation of Reporting Terms below.) The paid rates of any particular job should also be considered in the light of the ranges reported.

REPORTING TERMS

Mode:

Indicates that a greater number of employees are found under that rate than are found under any other rate, i. e., it is the rate most frequently paid. Modes are omitted where the rate most frequently paid does not appear to be representative, e. g., where the number is too small to be significant or is weighted too heavily by a single firm or where there is a substantial gap between the most frequent rate and the bulk of rates reported. It should be noted that the mode is not determined by the formula method; it is determined by simple inspection which seems to be the preferable method for salary rate purposes. In prior editions of the survey a report was made of the number of employees receiving the modal rate, but this has been omitted in the current edition. However, for the "Combined Industries" the modal number of employees will always be apparent from the chart entitled "Percentage Distribution of Rates."

EXPLANATORY MATTER

Weighted Average (Wtd. Average):

This figure is obtained by multiplying each rate reported by the number of employees receiving that rate, adding the products and dividing by the total number of employees. Weighted Averages are influenced by such factors as misdefinition of jobs, unusually high or low rates paid by particular employers or paid to particular employees because of unusual circumstances, e. g., superannuated or handicapped employees. It should be compared with the mode and with the median to determine how far such influences have affected it.

Middle 50%:

The middle 50% is the range produced by ranking the jobs in the order of salaries paid and excluding the highest 25 per cent of the jobs and the lowest 25 per cent of the jobs. Thus if there are twelve jobs reported—one at \$40, two at \$38, three at \$37, one at \$36, two at \$35, two at \$34 and one at \$33—the middle 50 per cent will be the range from \$37 down to \$35.

The upper limit of this range is reported as the "high" figure (first quartile), the lower limit of this range is reported as the "low" figure (third quartile) and the middle point of this range is reported as the "median" (second quartile). The median is also the rate at which the middle job in the whole group of reports appears when the jobs are ranked in order of salary. The value of reporting the figures in this fashion lies in the fact that extremely high rates or extremely low rates paid for a job because of peculiar conditions or failure of one company properly to appraise the worth of the job, do not distort the results. Also, a failure properly to apply the definition given when reporting the figures is largely discounted by this device and the chance of misdefinition affecting the result is remote where there is a large number of jobs and reporting firms in a particular classification.

In some cases, notably in connection with such jobs as "Accountant", the definitions cannot be made restrictive enough so that the results will represent a fair measure of the responsibility of any particular job in the category. Such cases are indicated by an abnormally wide range and a fairly even disbursement of rates indicated in the graph entitled "Percentage Distribution of Rates". This factor should be taken into account in appraising the results on such jobs.

In some cases there may have been a different application of the definition by different industry groups. In all such cases this is readily apparent from a comparison of the industry rates with the "Combined Industries" figure.

Percentage Distribution of Rates:

For each classification there is a graphic presentation showing the percentage distribution of the employees over the full range of reported rates. In this presentation industry lines have been disregarded and all rates reported for that job, regardless of the industry or type of office, have been shown. The graph in each case shows the percentage at each rate of the total number of employees reported for the classification. (The figure "No. Employees" will be found in the "Combined Industries" column under "Analysis of Salary Rates.") The salary rates appear along the abscissa (horizontal line) in terms of whole dollars, and the percentage appears along the ordinate (vertical line) in terms of whole percentages. Fractional parts of dollars as well as fractional parts of percentages have been taken at the nearest whole figure. Because of the dropping or addition of fractions in this manner, percentages will not always total precisely 100. Also, some stray rates and rates over \$100 will disappear. Each square represents 1% of the total number of employees reported in the job classification. For example: For the job "Billing Machine Operator Jr.", 600 employees are reported. Each square of the graph, therefore, represents 6 employees. At the rate of \$35 there are 24% of the total; therefore, there are approximately 144 employees reported at that rate.

In some instances one or more companies will have reported such a large number of employees at a given rate as to overweight the figures and make them unrepresentative of the market. In all instances where a single company has reported more than 3% at one rate of the total employees reported for the job and that 3% is not less than 5 employees, this fact has been indicated by the use of a diagonally-lined bar. Where two companies have appeared dominant at the same rate, the condition is shown by the use of diagonal bars for one company and the use of cross-hatch bars for the other company, with the scattered rates appearing as a solid black bar at the bottom. The percentages shown for dominant companies are not cumulated on the graph, i. e., the percentage of the company shown uppermost is determined by subtracting from the topmost percentage shown by its bar, the percentage figure for the company appearing immediately below. For example: In the job "Stenographer, Legal, Sr." at the rate of \$52 there appears to be domination by two companies. The topmost company extends to 12%; the second dominant company extends to 8%, with a scattered 3% at the base. The uppermost individual company, therefore, is responsible for 4% of the total employees reported, and not for 12% and the second dominant company is responsible for 5%.

EXPLANATORY MATTER

Structural Rates:

Structural rates are the formal minimum and maximum rates adopted for particular jobs, i. e., the range within which the company tries to operate. In some cases company reports have clearly evidenced that a formally adopted range is not actually used in current operations. Such conditions occur where, for instance, across-the-board increases have been granted, without corresponding adjustment of the rate structure. Furthermore, there are cases where the job definition given in the survey is broad enough to include two jobs within an individual company each carrying a separate range. In such cases, the editors have regarded the two ranges as a single range taking the minimum of the lower and the maximum of the higher as the reported range.

Average Minimum—Average Maximum:

These figures are, respectively, the simple arithmetic averages of all reported minima and all reported maxima. They are unweighted.

Modal Minimum:

This figure is simply the minimum most frequently found in the structural rate distribution. It is included for what significance it may have as an index of the hiring rate. It should be noted that such a hiring rate would be that of experienced personnel and not that of trainees.

Average Spread:

This is computed by taking the difference between the average minimum and the average maximum. It should be regarded as a check figure on the reported rates rather than as an index of the width of rate ranges within individual companies for, as explained above, in some cases two ranges are incorporated into a single range report.

CONTENT OF INDUSTRY GROUPINGS

Following is the content of industry groupings. The "Miscellaneous" category has not been reported on in the "Analysis of Salary Rates" as a separate item since figures would lack significance. The figures, however, have been included under the head "Combined Industries" as part of the overall average. For this reason the number of companies and employees found under the head "Combined Industries" will exceed the sum of the industries actually shown. The difference is attributable to the "Miscellaneous" group.

Manufacturing—Plant Offices (Mfg. Plant Offices): Offices at site of manufacturing operations.

Manufacturing—Administrative and Sales Offices (Mfg. Adm. Offices): New York City Administrative or Sales Offices of Manufacturers whose production operations are carried on at other sites.

Trade—Wholesale (Trade W'sale): Jobbers, converters; sales agencies; commission merchants; distributors; manufacturers' agents.

Trade—Retail: Offices of retail stores and retail distributing agencies; department stores; chain and variety stores; restaurants.

Financial: Commercial and savings banks; trust companies; securities underwriters; brokers; investment houses; commercial factors; other lending agencies.

Public Utilities (Utilities): Offices of water, gas, electric, telephone and radio broadcasting companies.

Printing and Publishing (P'tg. & Pub.): Offices of book and job shops; binderies; lithographers; newspapers; periodicals.

Exporters and Importers (Exp. & Imp.): Offices of foreign traders—excludes offices of custom house brokers; ship brokers, freight forwarders.

Insurance: Offices of life, health, hospitalization, fire, casualty, surety, marine companies; brokers; adjusters.

UNIONIZED RATES

Rates for personnel covered under union contracts are incorporated in the published figures as part of the general market picture. The Association has collected these figures separately, but has not segregated them in the publication. Members having need for a separate tabulation of such rates should consult the Personnel Management Bureau.

ACCOUNTANT

Must have thorough knowledge of all standard and special accounting reports, journal entries, etc. May summarize and post data to designated control ledgers and records. May assist in preparation of final balance sheet and associated reports. May do audits. Requires broad experience in accounting and ability to analyze and interpret statements and reports. Generally supervises work performed by ACCOUNTING CLERKS, JUNIOR, INTERMEDIATE, or SENIOR. Is guided by general directions given by an ACCOUNTANT of professional grade, who is available to advise on major problems, reviews work on completion, and takes ultimate responsibility.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

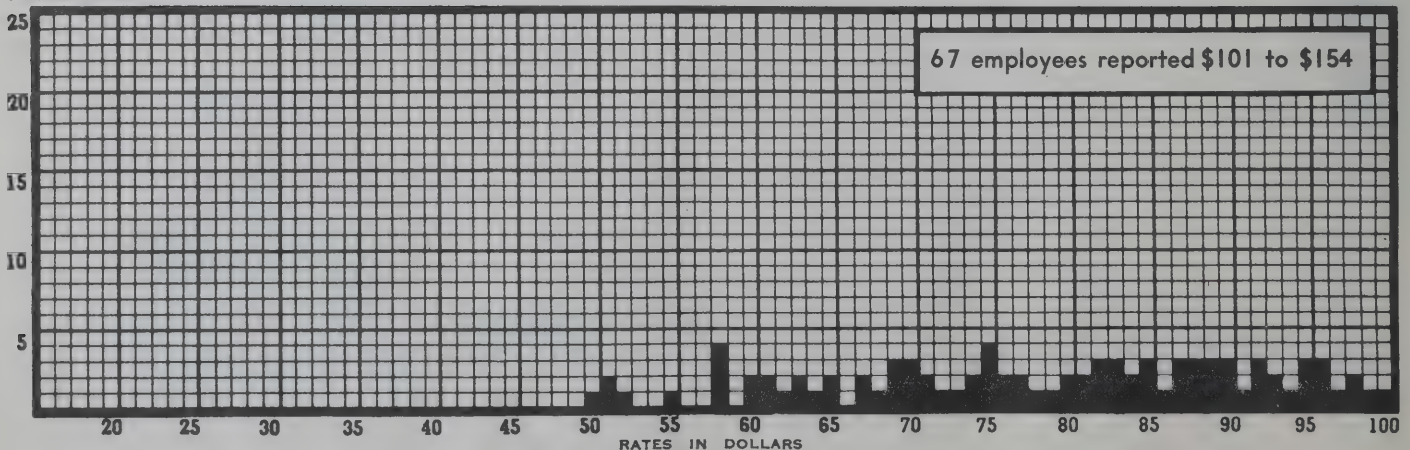
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 92	—	—	—	—	—	—	—
Median		\$ 82	\$ 83	\$ 83	\$ 70	\$ 87	\$ 82	\$ 87	—	\$ 75	\$ 73
Wtd. Average		\$ 82	\$ 84	\$ 84	\$ 76	\$ 86	\$ 83	\$ 89	—	\$ 77	\$ 77
Middle 50%	High	\$ 93	\$ 91	\$ 96	\$ 92	\$ 98	\$ 90	\$ 95	—	\$ 93	\$ 81
	Low	\$ 69	\$ 75	\$ 70	\$ 60	\$ 70	\$ 75	\$ 82	—	\$ 61	\$ 69
No. Firms		135	9	54	6	6	14	5	3	4	8
No. Employees		520	22	223	7	14	36	82	3	9	21

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



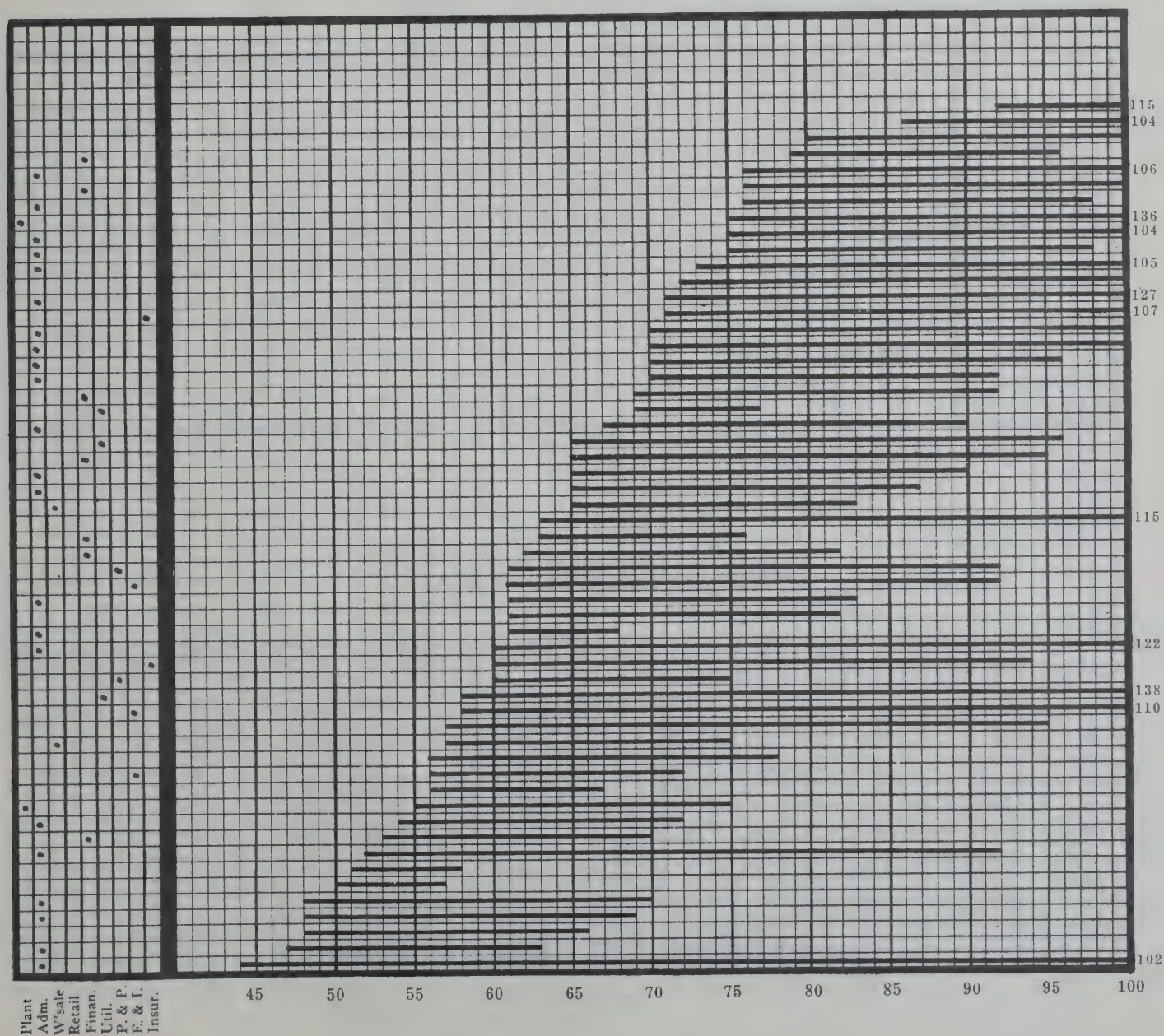
ACCOUNTANT

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 93		Maximum
			Intermediate Rates
Average Minimum	\$ 65		Minimum
Modal Minimum			Hiring Rate
Average Spread	\$ 28		Spread
No. Firms Reporting	56		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ACCOUNTANT, JR.

Works under direction of ACCOUNTANT. Must have broad knowledge of standard accounting procedures, forms, reports, etc. May summarize and post data to designated ledgers and records. May assist in preparation of trial balances and associated reports. Requires ability to analyze and interpret less complicated statements and reports. May supervise ACCOUNTING CLERKS. Work is reviewed by ACCOUNTANT.

Our Job Title _____

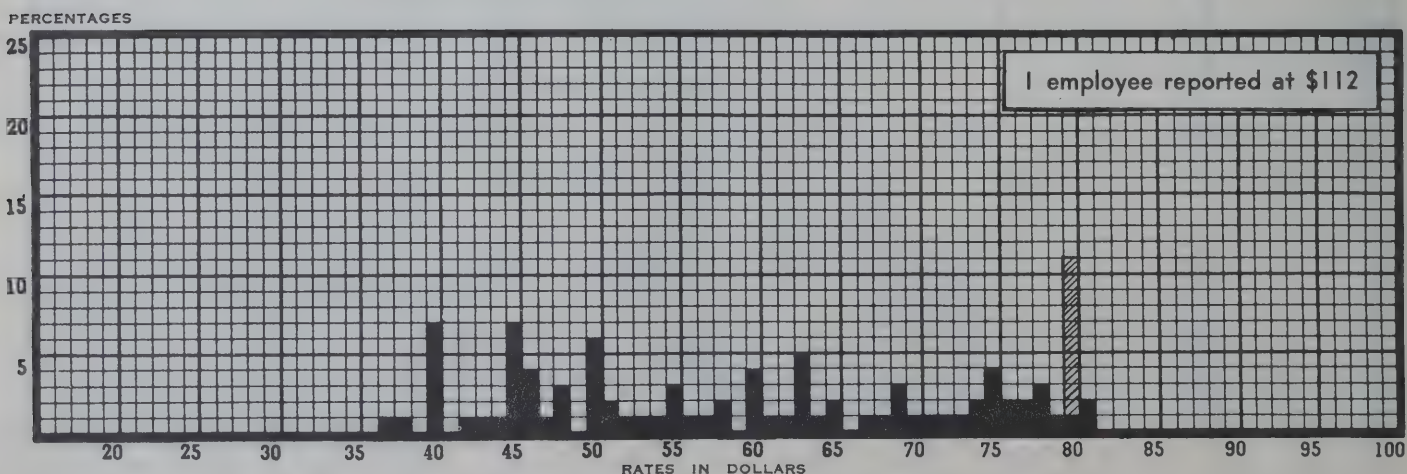
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 61	\$ 57	\$ 60	\$ 50	\$ 55	\$ 55	\$ 79	—	\$ 53	\$ 45
Wtd. Average		\$ 61	\$ 59	\$ 60	\$ 53	\$ 57	\$ 58	\$ 78	—	\$ 61	\$ 47
Middle 50% High Low		\$ 75	\$ 66	\$ 73	\$ 62	\$ 60	\$ 65	\$ 80	—	\$ 70	\$ 55
		\$ 47	\$ 50	\$ 46	\$ 44	\$ 50	\$ 50	\$ 76	—	\$ 48	\$ 38
No. Firms		104	6	31	11	8	12	4	2	3	6
No. Employees		544	15	127	20	22	47	116	2	9	14

PERCENTAGE DISTRIBUTION OF RATES

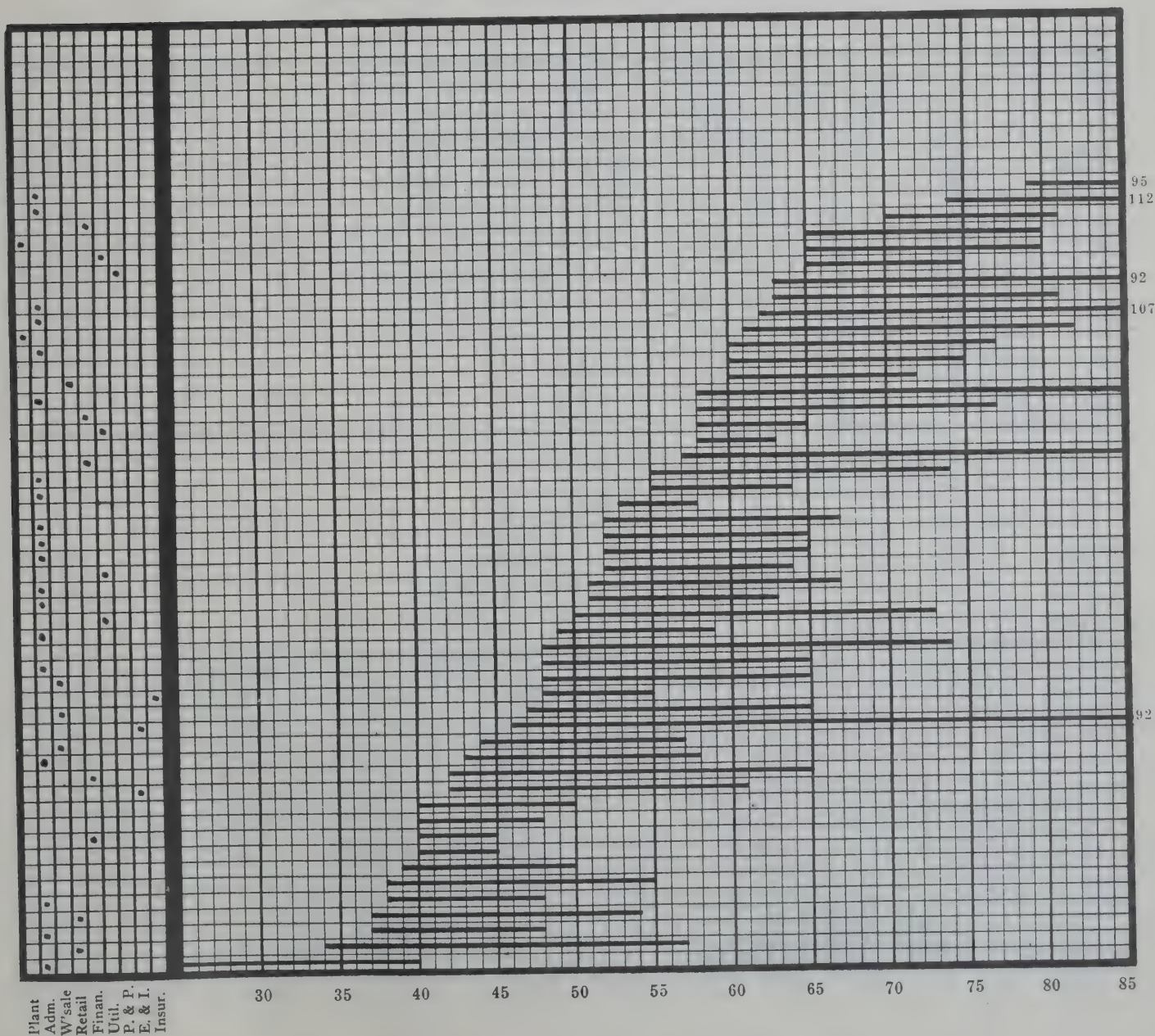
ACCOUNTANT, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$68		Maximum
			Intermediate Rates
Average Minimum	\$52		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$16		Spread
No. Firms Reporting	50		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ACCOUNTING CLERK, Jr.

Under close supervision, performs routine work following simple accounting procedures. Keeps accounts payable and draws checks as instructed. Keeps files of invoices. Assists with petty cash and in checking and miscellaneous duties. May type balance sheets and other reports and statistical information.

Our Job Title _____

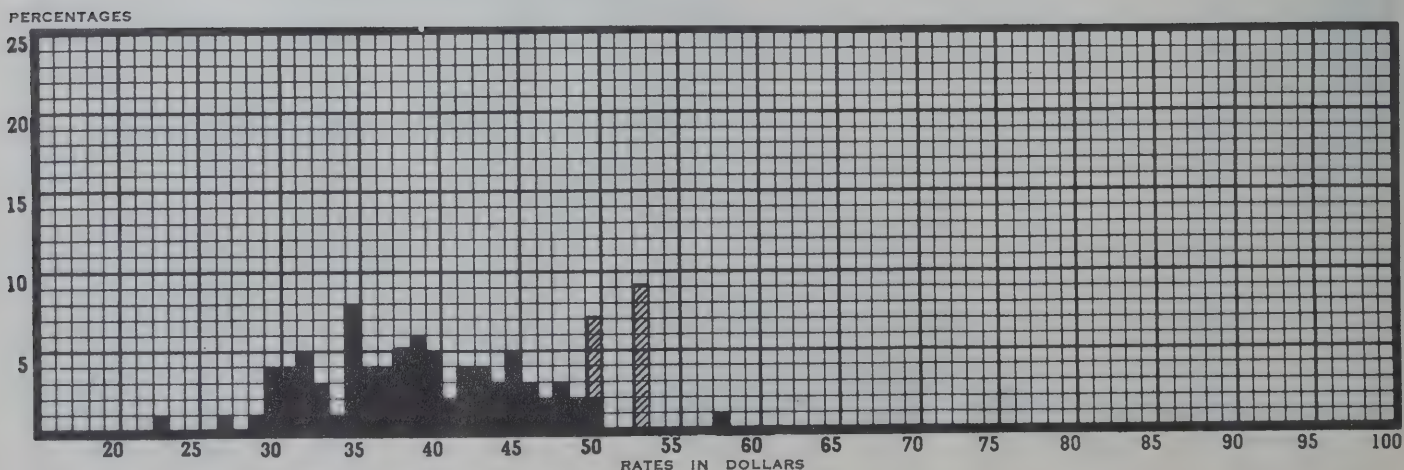
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 39	—	—	—	—	—	—	—
Median		\$ 40	\$ 37	\$ 39	\$ 38	\$ 33	\$ 40	\$ 50	\$ 37	\$ 36	\$ 31
Wtd. Average		\$ 41	\$ 40	\$ 40	\$ 38	\$ 35	\$ 42	\$ 48	\$ 39	\$ 38	\$ 31
Middle 50% High Low	High	\$ 47	\$ 42	\$ 43	\$ 43	\$ 40	\$ 45	\$ 53	\$ 43	\$ 42	\$ 35
	Low	\$ 35	\$ 33	\$ 35	\$ 35	\$ 31	\$ 38	\$ 45	\$ 33	\$ 35	\$ 27
No. Firms		122	7	51	7	7	7	6	5	5	9
No. Employees		713	14	262	17	43	15	199	11	8	47

PERCENTAGE DISTRIBUTION OF RATES

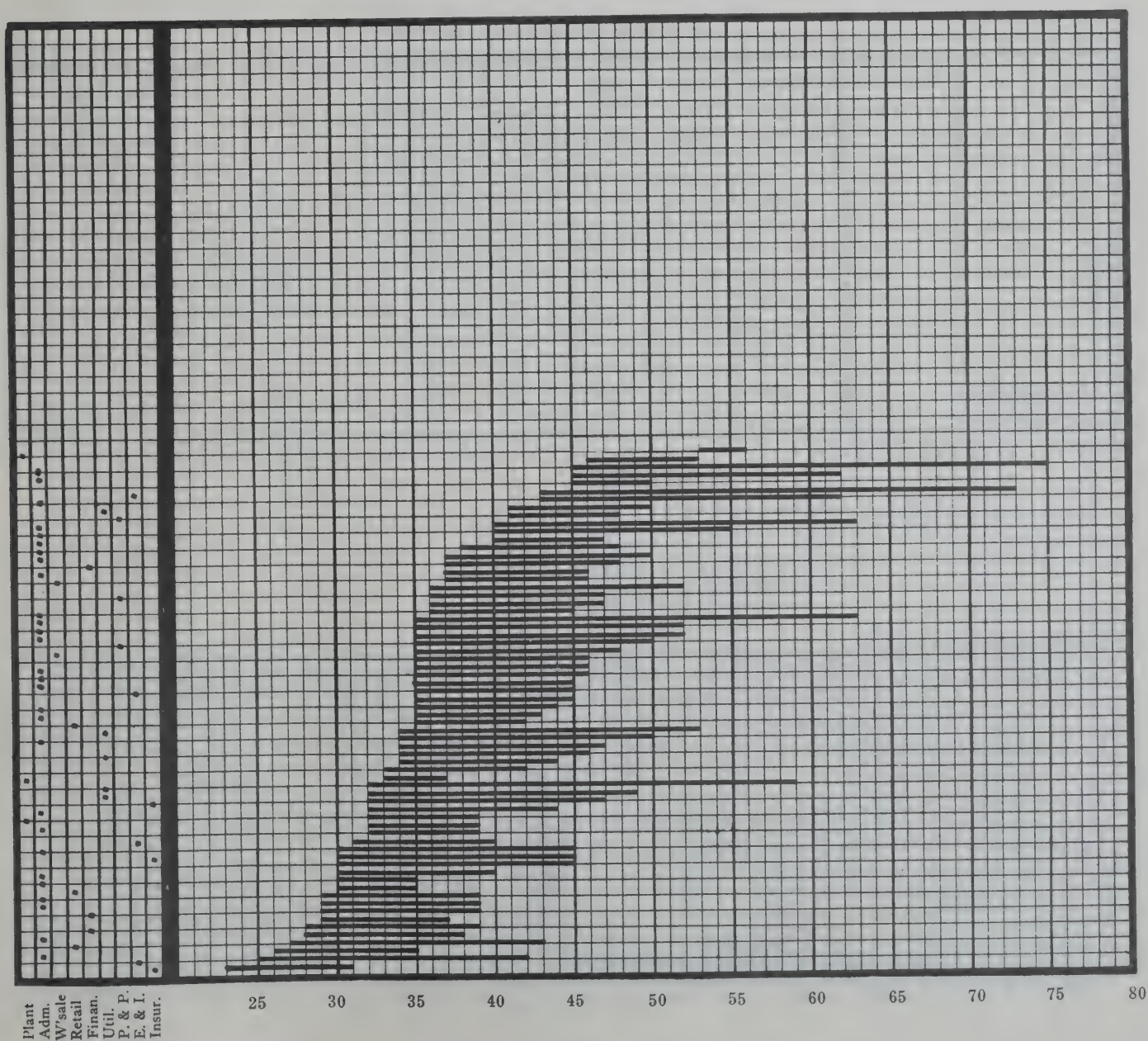
ACCOUNTING CLERK, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 47		Maximum
			Intermediate Rates
Average Minimum	\$ 35		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 12		Spread
No. Firms Reporting	66		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ACCOUNTING CLERK, INTERMEDIATE

Under general supervision, performs generally routine work following instructions and standard procedure. Keeps customers' ledger accounts and prepares monthly statements of accounts receivable. Posts invoice data to sales sheets, petty cash entries. Assists in posting cash receipts and in other duties as assigned.

Our Job Title _____

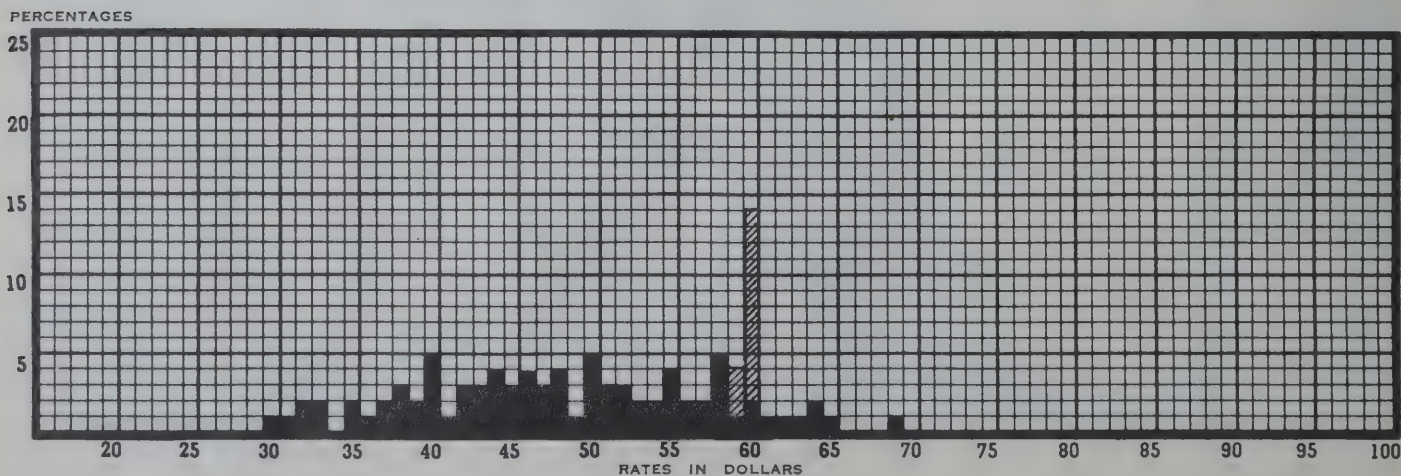
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 51	\$ 56	\$ 48	\$ 46	\$ 45	\$ 50	\$ 60	\$ 55	\$ 50	\$ 35
Wtd. Average		\$ 50	\$ 55	\$ 49	\$ 48	\$ 43	\$ 49	\$ 59	\$ 54	\$ 50	\$ 39
Middle 50%	High	\$ 59	\$ 57	\$ 53	\$ 55	\$ 47	\$ 55	\$ 60	\$ 60	\$ 50	\$ 40
	Low	\$ 43	\$ 55	\$ 42	\$ 39	\$ 37	\$ 43	\$ 58	\$ 46	\$ 45	\$ 32
No. Firms		129	4	55	11	5	12	6	7	4	6
No. Employees		988	6	407	26	57	47	281	22	17	46

PERCENTAGE DISTRIBUTION OF RATES

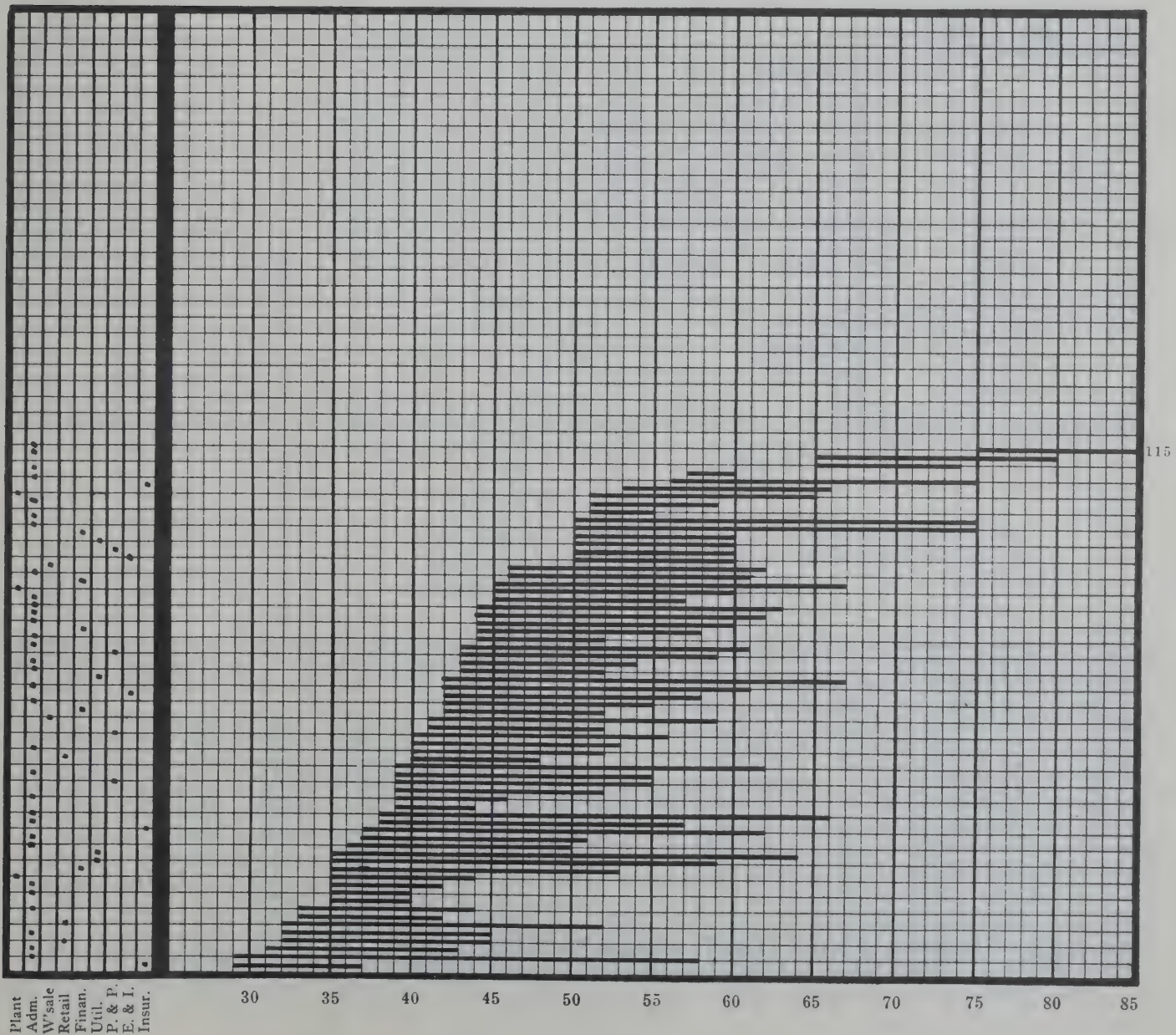
ACCOUNTING CLERK, INTERMEDIATE

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 57		Maximum
			Intermediate Rates
Average Minimum	\$ 43		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 14		Spread
No. Firms Reporting	66		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ACCOUNTING CLERK, Sr.

With a minimum of supervision, follows numerous and varied standardized procedures and accounting practices. Prepares reports, both regular and special; computes, posts, or checks various items from original sources. May supervise ACCOUNTING CLERKS, JUNIOR and INTERMEDIATE.

Our Job Title _____

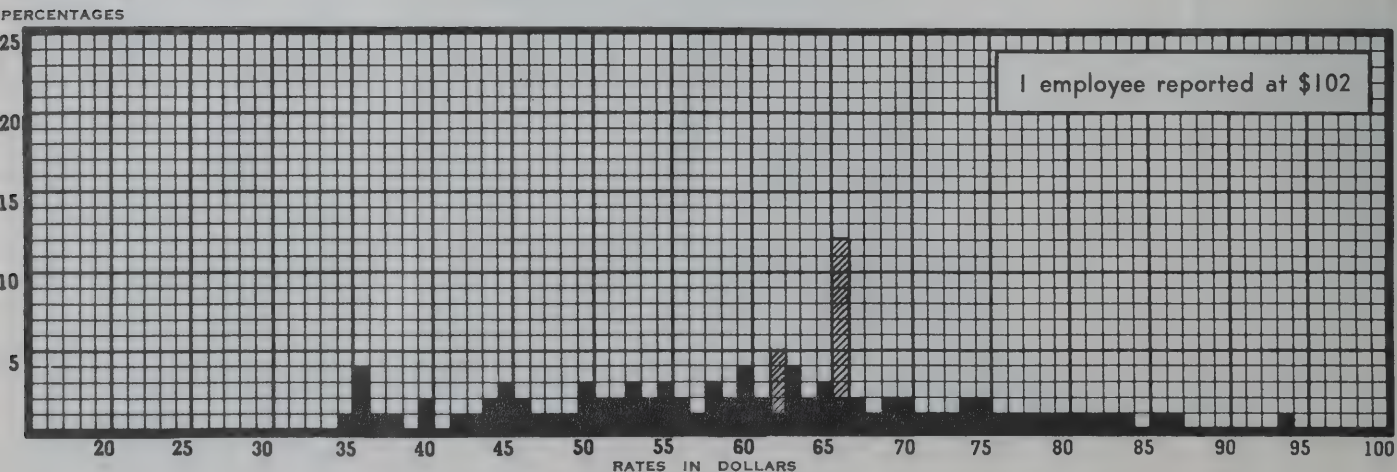
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 63	—	—	—	—	—	—	—
Median		\$ 62	\$ 62	\$ 63	\$ 55	\$ 55	\$ 58	\$ 66	\$ 52	\$ 77	\$ 45
Wtd. Average		\$ 60	\$ 61	\$ 63	\$ 59	\$ 55	\$ 59	\$ 67	\$ 53	\$ 77	\$ 47
Middle 50% High		\$ 67	\$ 65	\$ 70	\$ 69	\$ 60	\$ 70	\$ 66	\$ 60	\$ 82	\$ 47
Low		\$ 51	\$ 58	\$ 54	\$ 45	\$ 50	\$ 54	\$ 62	\$ 44	\$ 74	\$ 42
No. Firms		129	6	49	10	5	19	5	7	2	7
No. Employees		720	16	255	26	8	41	181	13	13	29

PERCENTAGE DISTRIBUTION OF RATES

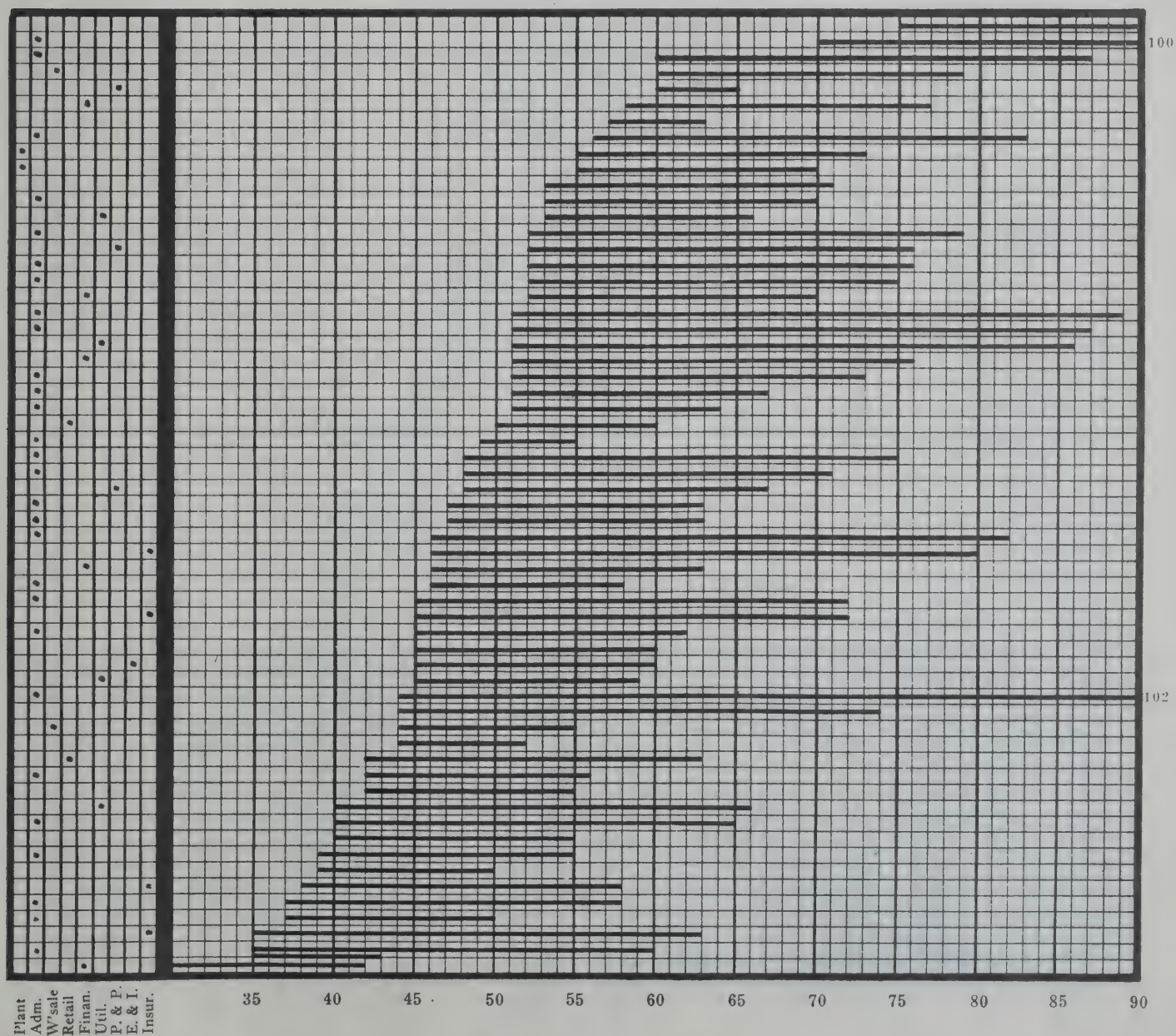
ACCOUNTING CLERK, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$68		Maximum
			Intermediate Rates
Average Minimum	\$48		Minimum
Modal Minimum	\$51		Hiring Rate
Average Spread	\$20		Spread
No. Firms Reporting	61		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ADDRESSOGRAPH OPERATOR, Jr.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

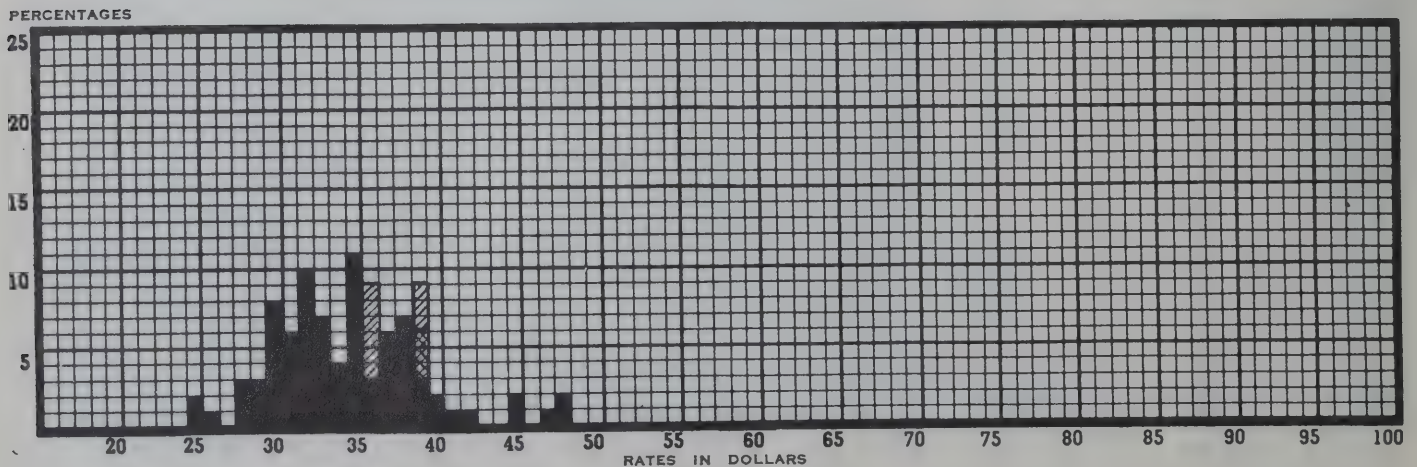
Notes _____

Under close supervision, operates Addressograph machine.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	—	—	—	—	—	—	—	—
Median		\$ 35	\$ 35	\$ 35	\$ 38	\$ 33	\$ 36	—	\$ 38	—	\$ 32
Wtd. Average		\$ 35	\$ 36	\$ 36	\$ 37	\$ 34	\$ 36	—	\$ 38	—	\$ 32
Middle 50%	High	\$ 38	—	\$ 38	—	\$ 36	\$ 39	—	\$ 45	—	\$ 33
	Low	\$ 32	—	\$ 33	—	\$ 30	\$ 34	—	\$ 32	—	\$ 31
No. Firms		74	4	21	3	7	13	2	6	—	4
No. Employees		204	6	38	6	19	54	2	31	—	19

PERCENTAGE DISTRIBUTION OF RATES



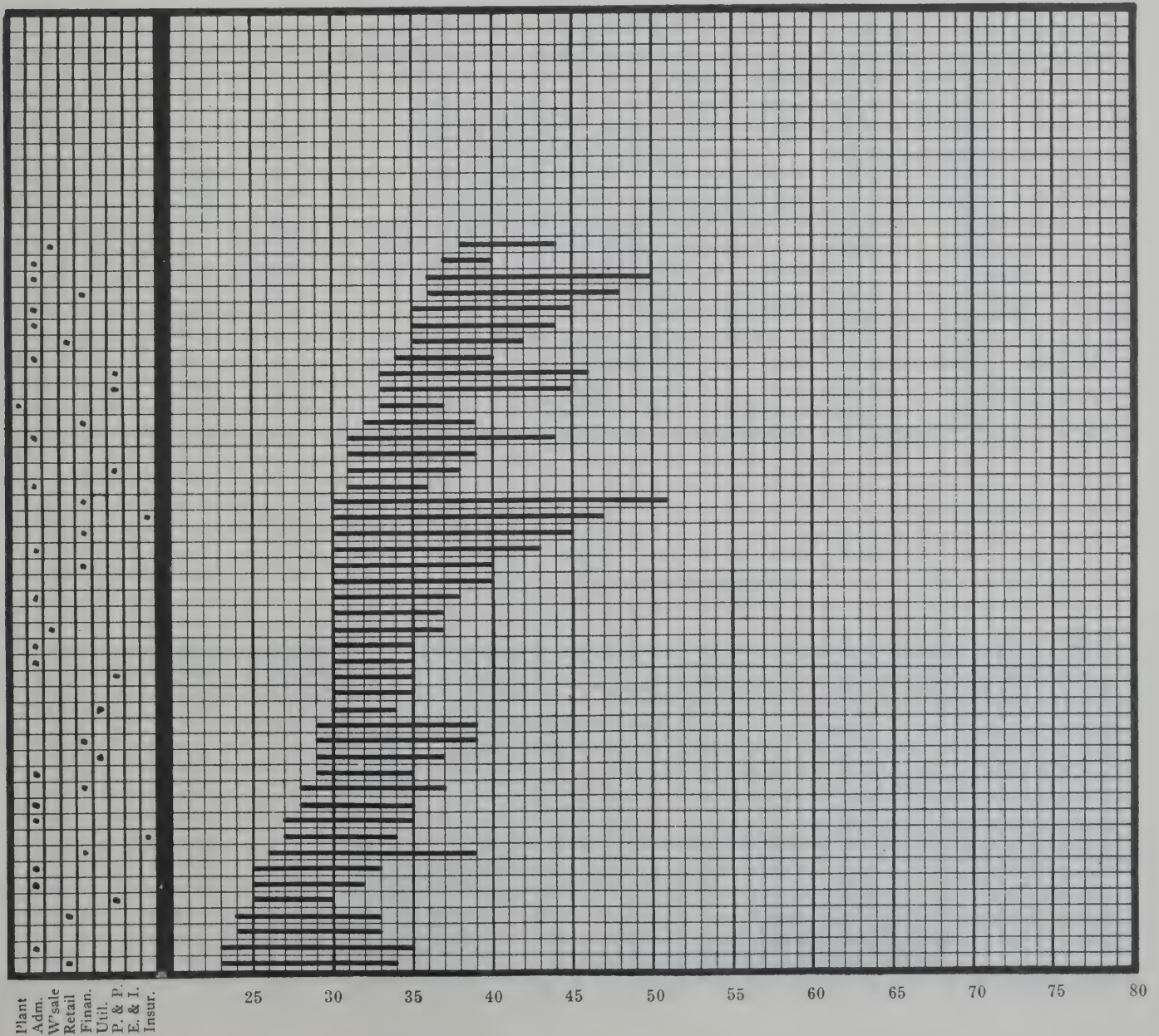
ADDRESSOGRAPH OPERATOR, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$39		Maximum
			Intermediate Rates
Average Minimum	\$30		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$9		Spread
No. Firms Reporting	46		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("." indicates industry group in which range on same horizontal line was reported. Where no "." appears opposite a range, that range was reported in the "miscellaneous" group.)

ADDRESSOGRAPH OPERATOR, Sr.

Under general supervision, operates Addressograph machine where pressure of work requires constant and most efficient operation of machine. Must be able to make adjustments, operate attachments, and keep machine in good running condition, except for major repairs.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

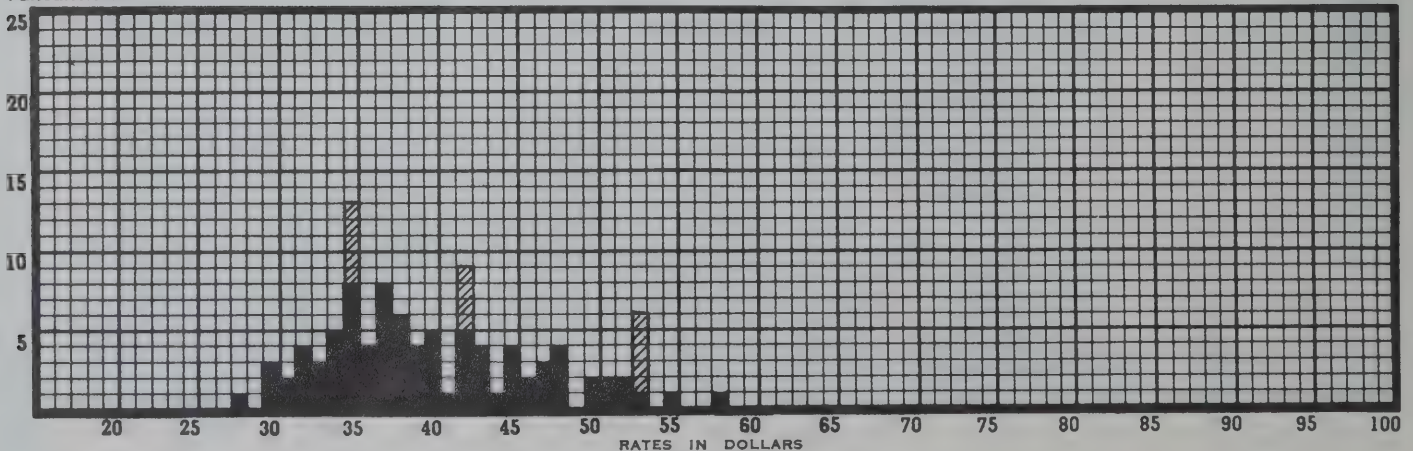
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 38	\$ 44	\$ 39	—	\$ 37	\$ 42	\$ 39	\$ 35	—	\$ 35
Wtd. Average		\$ 40	\$ 42	\$ 41	—	\$ 37	\$ 42	\$ 42	\$ 39	—	\$ 38
Middle 50%	High	\$ 45	\$ 47	\$ 43	—	\$ 39	\$ 45	\$ 50	\$ 45	—	\$ 40
	Low	\$ 35	\$ 37	\$ 35	—	\$ 33	\$ 38	\$ 35	\$ 32	—	\$ 34
No. Firms		87	7	24	3	9	15	7	5	—	5
No. Employees		320	9	54	3	17	68	106	22	—	31

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



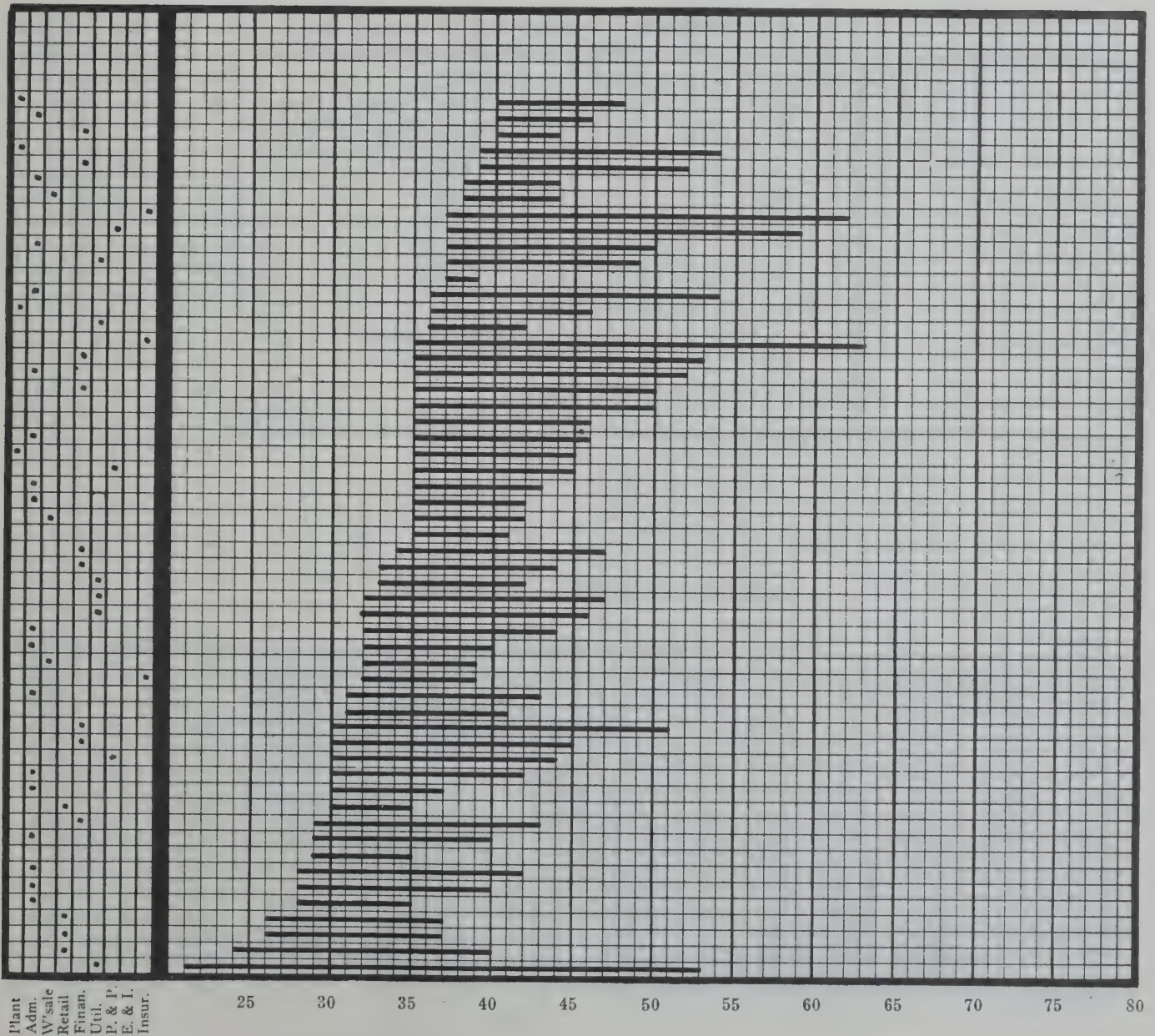
ADDRESSOGRAPH OPERATOR, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$45		Maximum
			Intermediate Rates
Average Minimum	\$33		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	55		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

BILLING CLERK, Jr.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

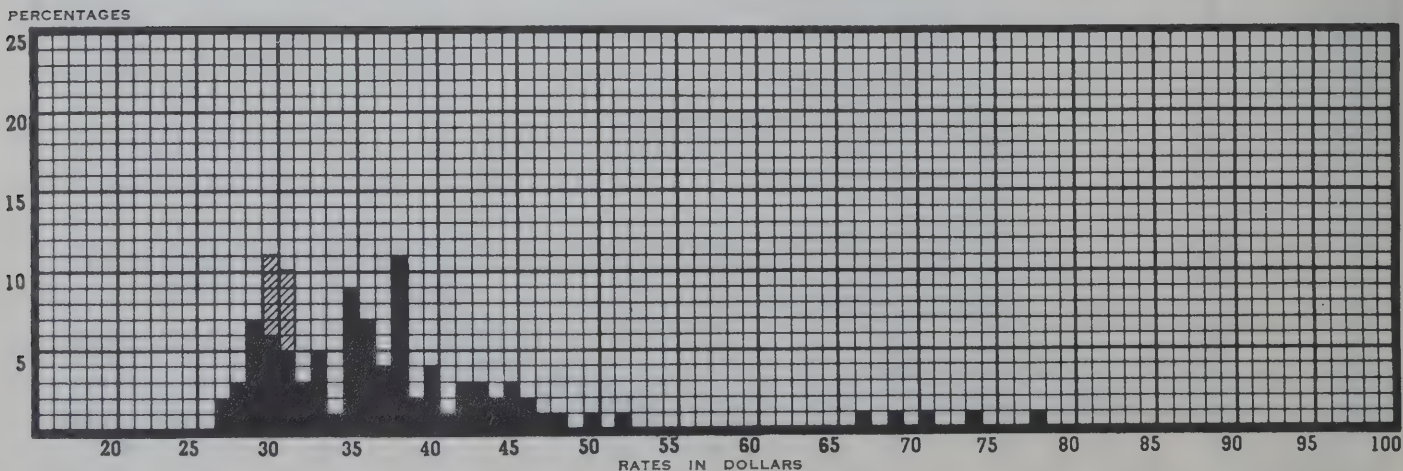
Notes _____

(No contract interpretation; U.S. and Canadian currencies only)

Under close supervision. Does detail work in connection with preparation of bills and invoices, including computation of totals, net amounts, and discounts. Keeps records of bills, and related items.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 35	\$ 38	\$ 36	\$ 38	—	—	—	\$ 31	\$ 43	\$ 34
Wtd. Average		\$ 37	\$ 39	\$ 38	\$ 39	—	—	—	\$ 33	\$ 43	\$ 33
Middle 50% High Low		\$ 39	\$ 43	\$ 39	\$ 43	—	—	—	\$ 35	\$ 45	\$ 36
		\$ 31	\$ 35	\$ 31	\$ 35	—	—	—	\$ 31	\$ 40	\$ 30
No. Firms		60	7	23	8	1	—	—	3	8	3
No. Employees		169	11	75	10	1	—	—	24	10	11

PERCENTAGE DISTRIBUTION OF RATES

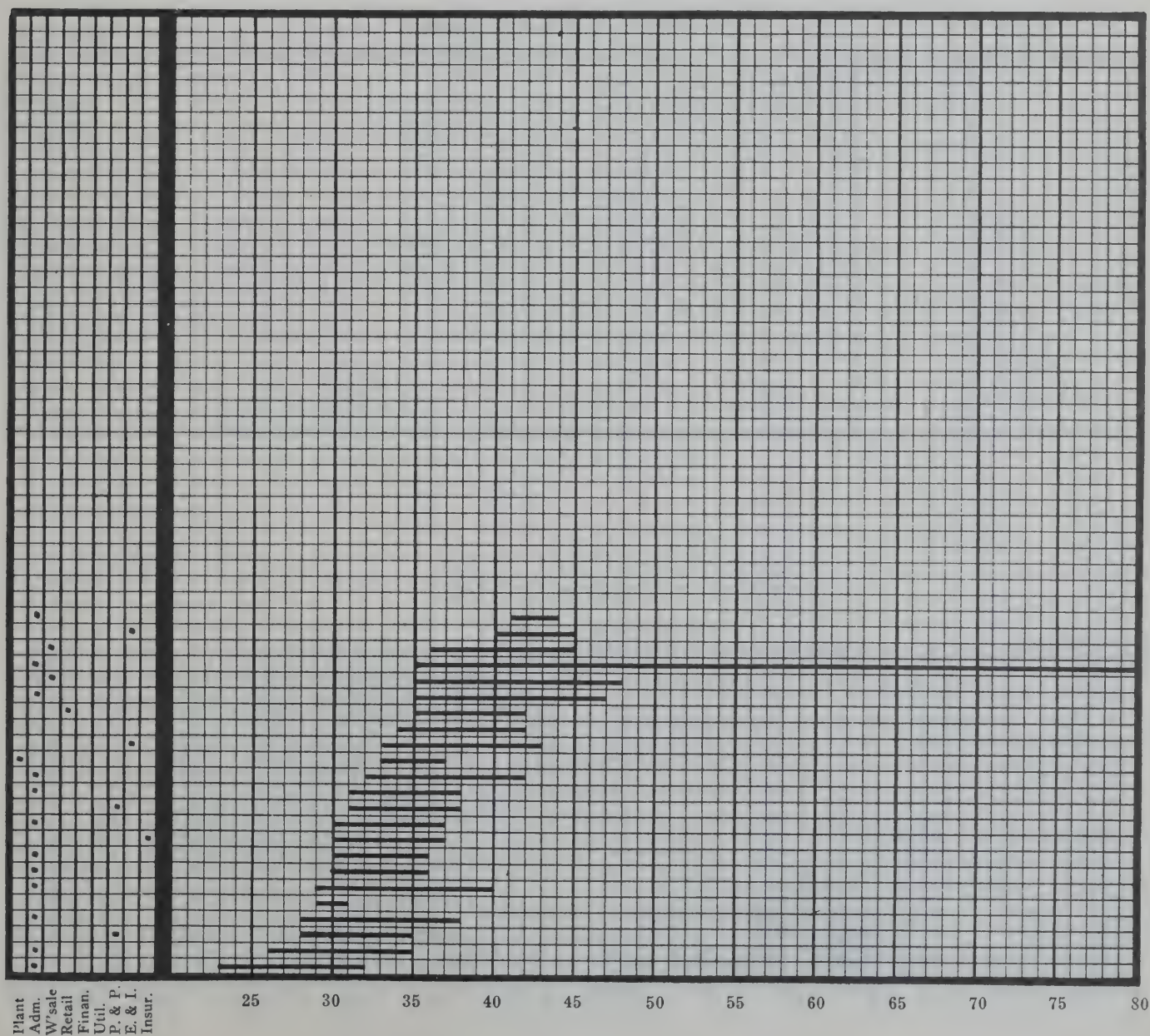
BILLING CLERK, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$41		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$ 9		Spread
No. Firms Reporting	23		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



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BILLING CLERK, Sr.

Under general supervision, prepares by hand or on typewriter, complicated billings and work of difficult nature, such as government billings, special customers' forms. Requires detailed knowledge of firm's billing procedure. If billing typewriter is used, should have ability to operate machine with speed and accuracy.

Our Job Title _____

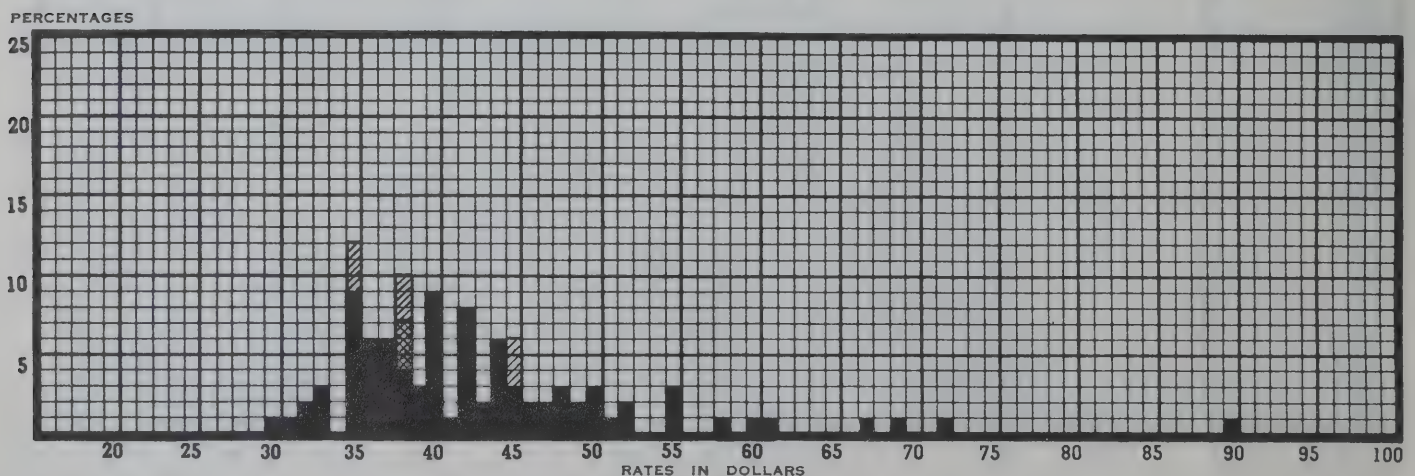
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 40	\$ 42	\$ 40	\$ 38	—	—	—	—	\$ 40	—
Wtd. Average		\$ 42	\$ 46	\$ 39	\$ 40	—	—	—	\$ 38	\$ 44	—
Middle 50%	High	\$ 45	\$ 50	\$ 46	\$ 42	—	—	—	\$ 40	\$ 50	—
	Low	\$ 36	\$ 40	\$ 36	\$ 38	—	—	—	\$ 36	\$ 35	—
No. Firms		56	6	21	11	—	2	1	1	7	1
No. Employees		172	12	65	31	—	3	3	7	33	1

PERCENTAGE DISTRIBUTION OF RATES

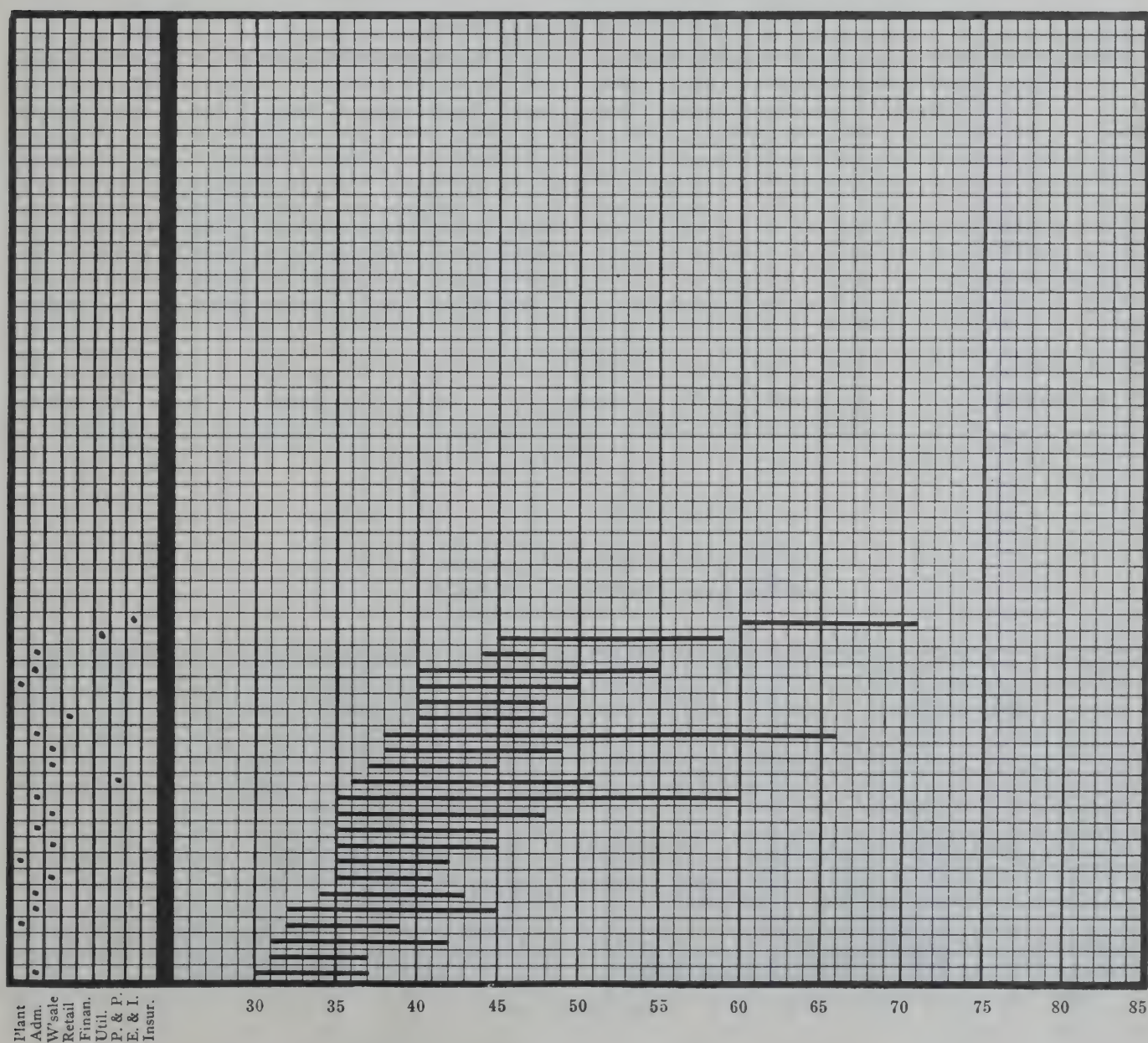
BILLING CLERK, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$48		Maximum
			Intermediate Rates
Average Minimum	\$37		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	23		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



(“•” indicates industry group in which range on same horizontal line was reported. Where no “•” appears opposite a range, that range was reported in the “miscellaneous” group.)

BILLING MACHINE OPERATOR, Jr.

Under close supervision, prepares on billing machine statements of account, bills and invoices. Transcribes necessary information from office records, calculates such items as totals, net amounts, discounts, etc. May perform incidental clerical work.

Our Job Title _____

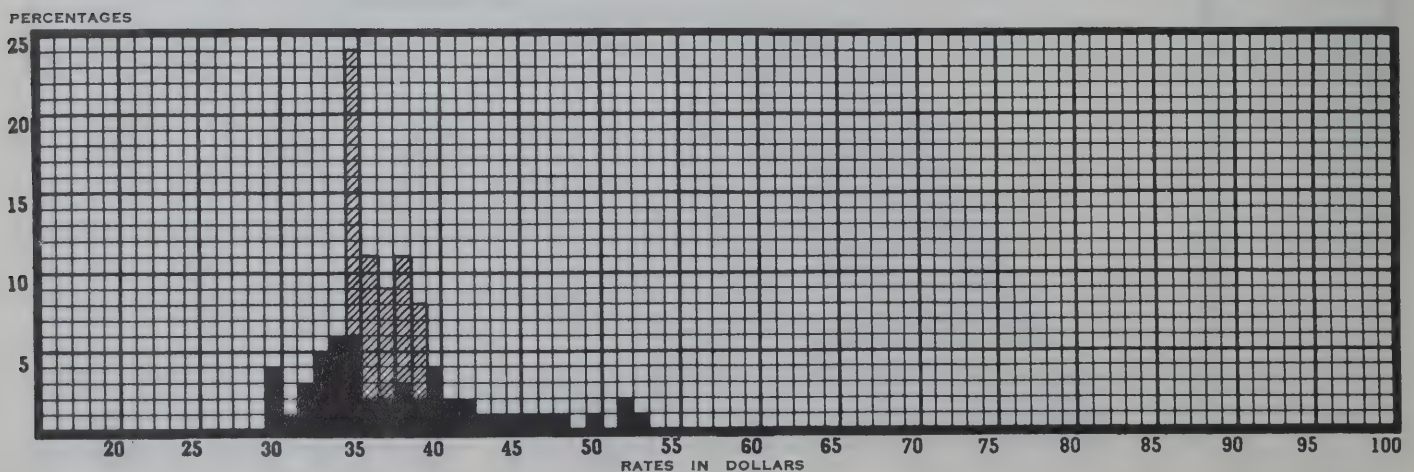
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 35	—	—	—	—	—	—	—
Median		\$ 36	\$ 38	\$ 35	\$ 35	\$ 38	\$ 36	\$ 36	\$ 35	—	\$ 30
Wtd. Average		\$ 37	\$ 40	\$ 36	\$ 36	\$ 38	\$ 36	\$ 38	\$ 36	—	\$ 31
Middle 50%	High	\$ 39	\$ 45	\$ 38	\$ 38	\$ 40	\$ 38	\$ 39	\$ 37	—	\$ 33
	Low	\$ 35	\$ 33	\$ 33	\$ 35	\$ 36	\$ 33	\$ 35	\$ 32	—	\$ 30
No. Firms		70	10	24	8	4	5	3	5	1	4
No. Employees		600	23	70	18	14	15	390	31	1	21

PERCENTAGE DISTRIBUTION OF RATES

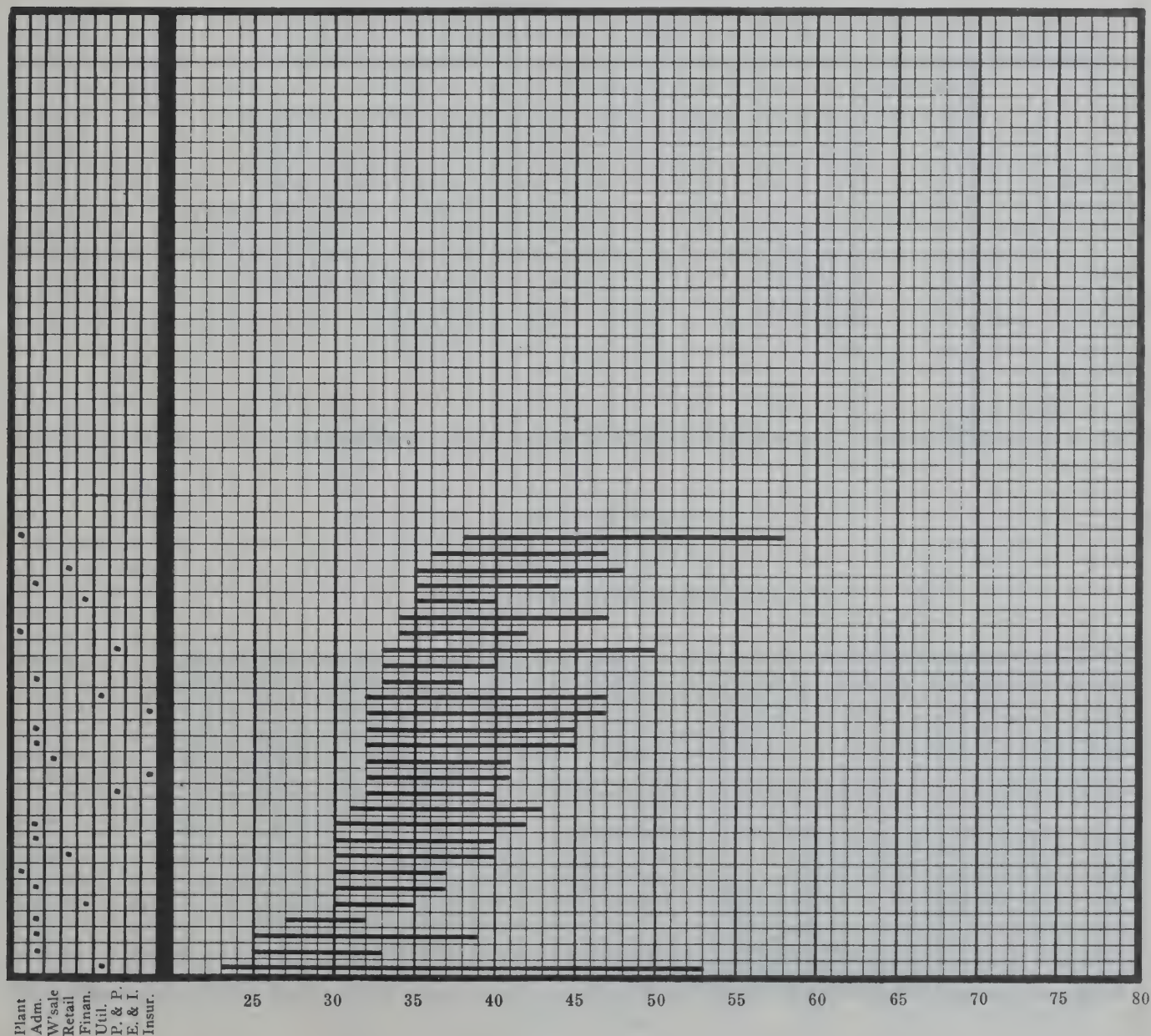
BILLING MACHINE OPERATOR, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$44		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	\$32		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	31		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



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BILLING MACHINE OPERATOR, Sr.

Same as JUNIOR grade, but works under general supervision. Has greater responsibility, and considerably more opportunity for use of judgment and initiative. Thoroughly familiar with discounts, customers' special instructions, etc.

Our Job Title _____

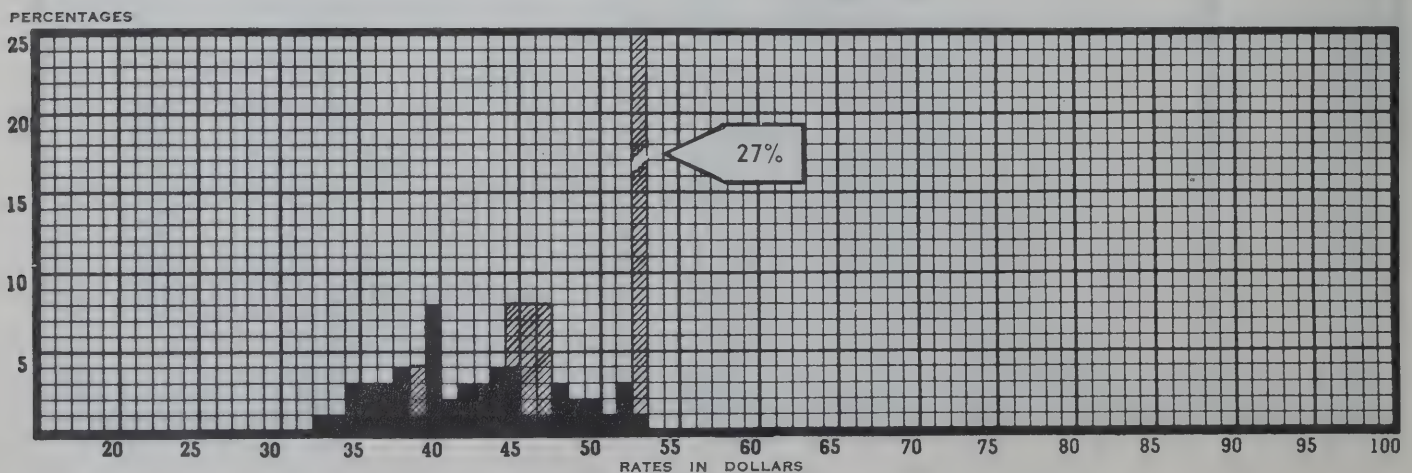
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 46	\$ 40	\$ 40	\$ 45	\$ 39	\$ 43	\$ 49	\$ 43	—	\$ 40
Wtd. Average		\$ 46	\$ 41	\$ 41	\$ 44	\$ 39	\$ 43	\$ 49	\$ 47	\$ 42	\$ 40
Middle 50%	High	\$ 53	\$ 47	\$ 45	\$ 47	\$ 39	\$ 46	\$ 53	—	\$ 45	\$ 40
	Low	\$ 40	\$ 36	\$ 36	\$ 40	\$ 38	\$ 40	\$ 46	—	\$ 40	\$ 37
No. Firms		75	7	32	9	6	7	3	2	3	3
No. Employees		591	12	97	25	45	30	350	5	6	14

PERCENTAGE DISTRIBUTION OF RATES

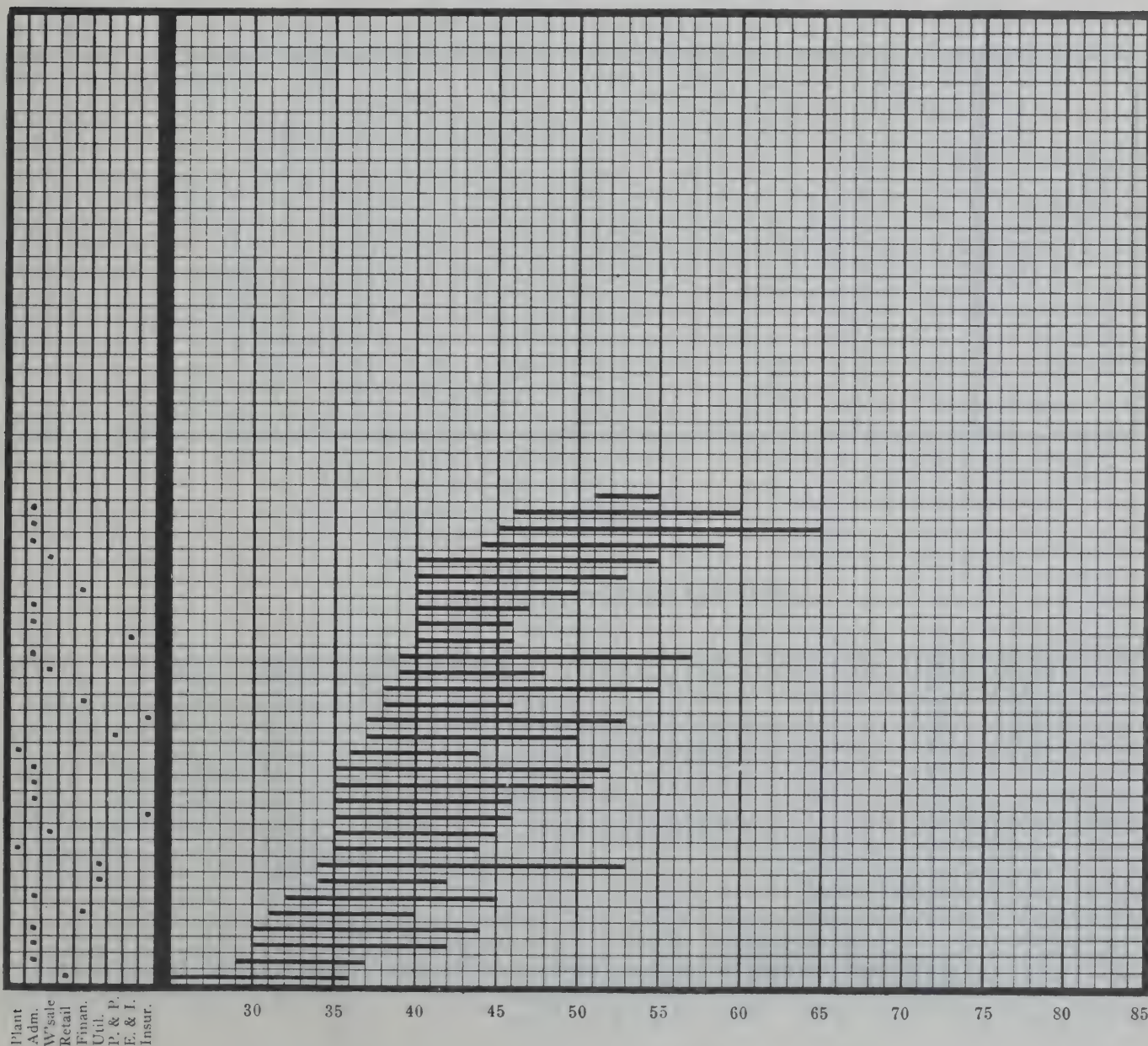
BILLING MACHINE OPERATOR, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$49		Maximum
			Intermediate Rates
Average Minimum	\$37		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	31		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

BOOKKEEPER, Jr.

Acts as assistant to a BOOKKEEPER, SENIOR, in routine closely supervised work, such as accounts payable, receivable, etc., and such other simple book-keeping duties as may be assigned.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

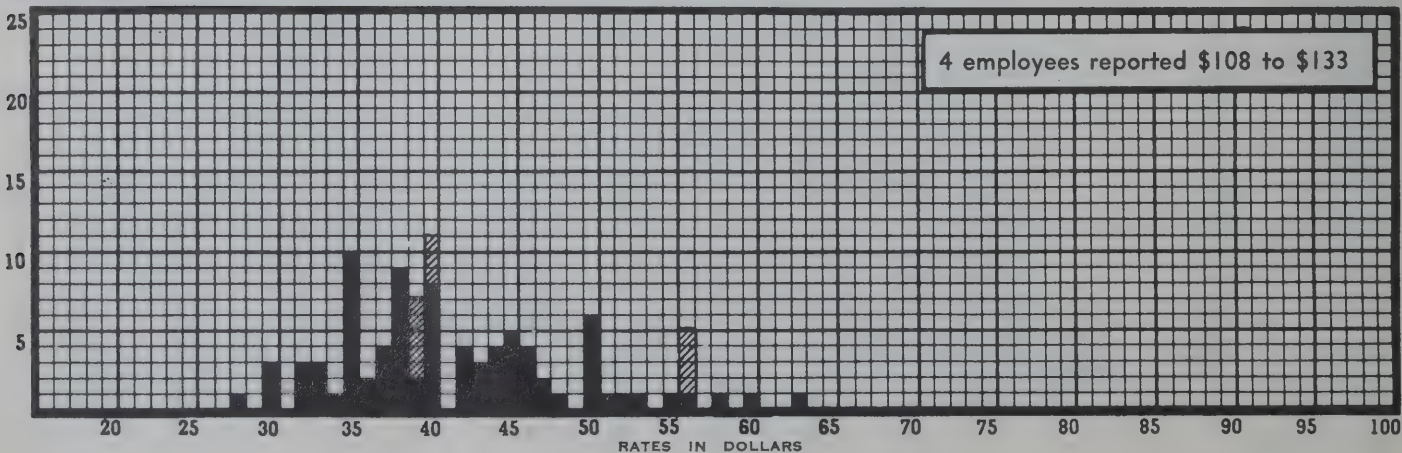
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	\$ 38	—	—	—	—	—
Median		\$ 40	\$ 42	\$ 40	\$ 42	\$ 40	\$ 40	—	\$ 40	\$ 50	\$ 34
Wtd. Average		\$ 43	\$ 44	\$ 43	\$ 42	\$ 41	\$ 43	—	\$ 63	\$ 48	\$ 39
Middle 50%	High	\$ 47	\$ 52	\$ 45	\$ 49	\$ 45	\$ 48	—	\$108	\$ 55	\$ 50
	Low	\$ 37	\$ 35	\$ 36	\$ 38	\$ 38	\$ 38	—	\$ 38	\$ 40	\$ 32
No. Firms		111	6	31	13	9	12	2	6	10	6
No. Employees		410	9	103	40	58	112	3	15	12	11

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



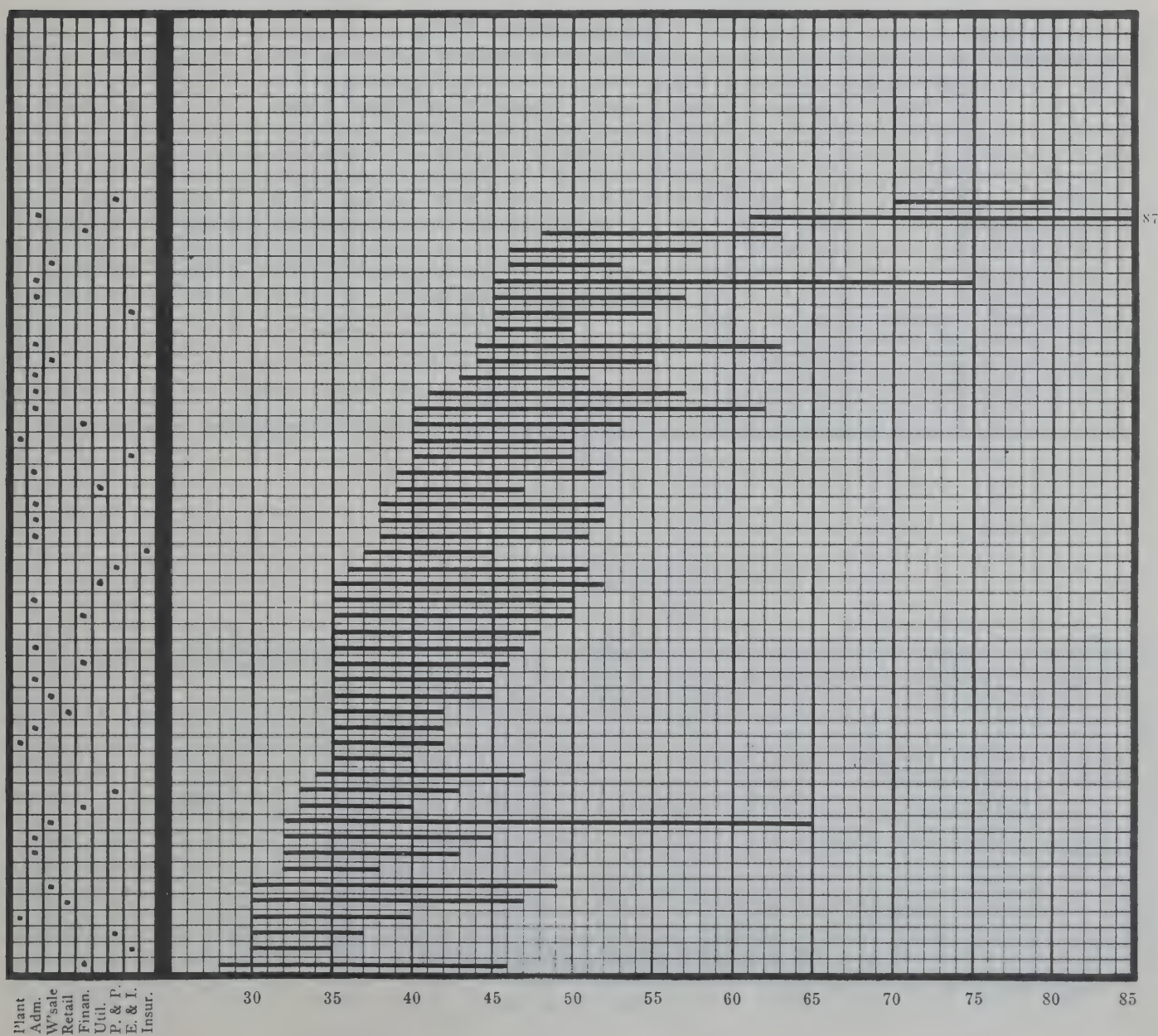
BOOKKEEPER, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$51		Maximum
			Intermediate Rates
Average Minimum	\$38		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$13		Spread
No. Firms Reporting	49		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

BOOKKEEPER, Sr.

Keeps a complete and systematic set of records of the business transactions of an establishment; balances books and compiles reports at regular intervals; performs incidental duties relating to above; may direct assistants. Requires experience. Often advised on policy matters by PUBLIC ACCOUNTANT or company official.

Our Job Title _____

Labor Grade _____ Points _____

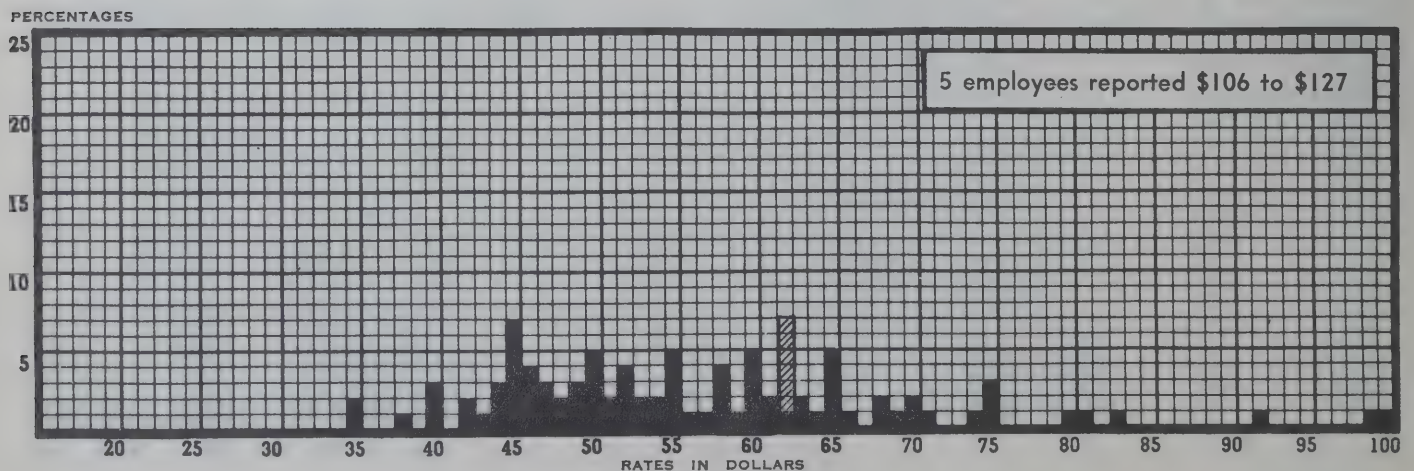
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	\$ 65	—
Median		\$ 56	\$ 48	\$ 58	\$ 60	\$ 45	\$ 68	\$ 62	\$ 48	\$ 65	\$ 40
Wtd. Average		\$ 58	\$ 52	\$ 61	\$ 65	\$ 46	\$ 66	\$ 59	\$ 53	\$ 65	\$ 49
Middle 50%	High	\$ 65	\$ 60	\$ 65	\$ 81	\$ 49	\$ 71	\$ 62	\$ 65	\$ 69	\$ 55
	Low	\$ 47	\$ 46	\$ 50	\$ 45	\$ 42	\$ 61	\$ 55	\$ 46	\$ 60	\$ 38
No. Firms		115	6	34	15	8	10	4	4	9	6
No. Employees		304	7	99	19	44	31	25	8	10	19

PERCENTAGE DISTRIBUTION OF RATES



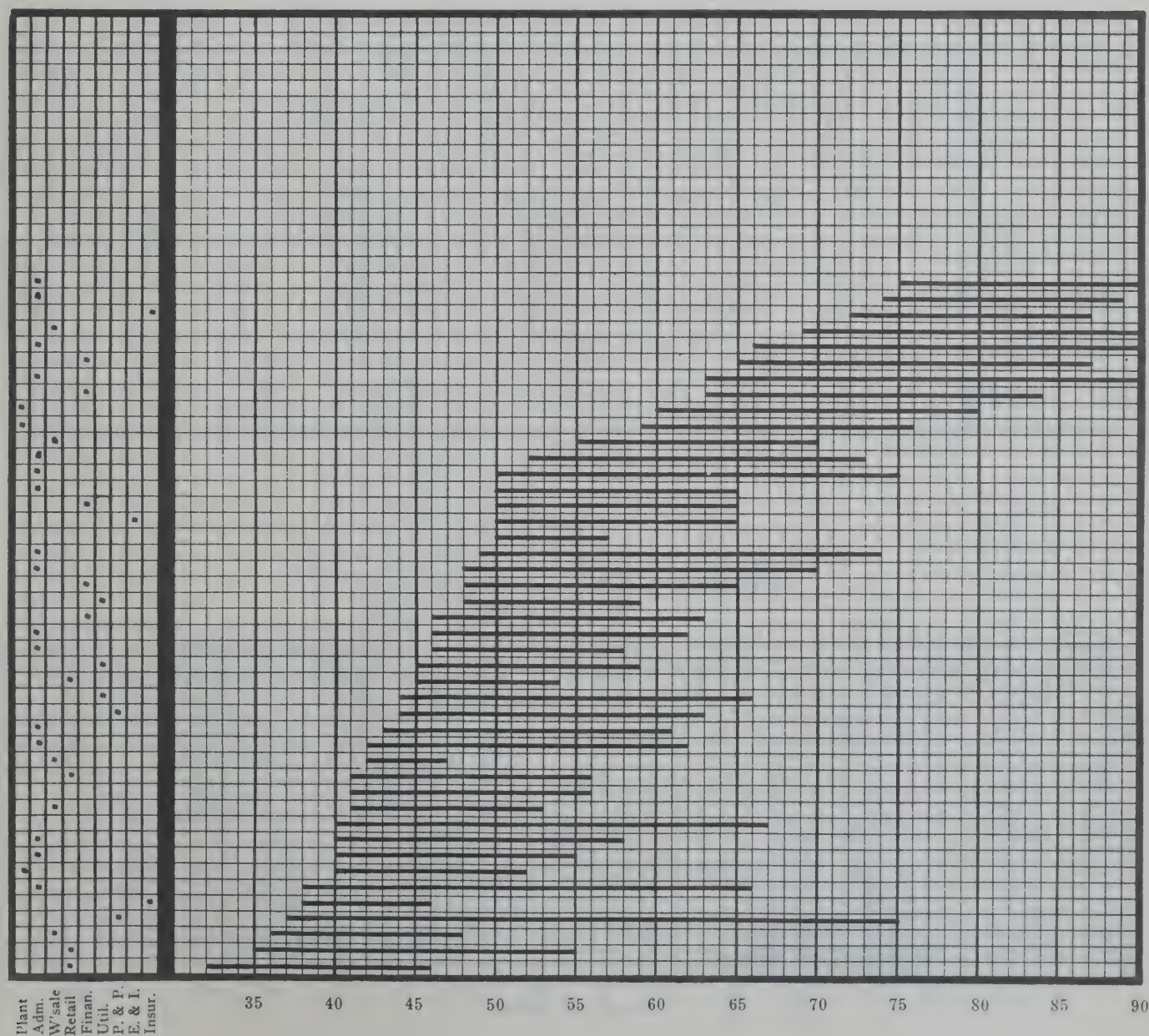
BOOKKEEPER, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$69		Maximum
			Intermediate Rates
Average Minimum	\$49		Minimum
Modal Minimum	\$50		Hiring Rate
Average Spread	\$20		Spread
No. Firms Reporting	45		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

BOOKKEEPING MACHINE OPERATOR, Jr.

Operates bookkeeping machine, with or without typewriter keyboard, under close supervision, needing no familiarity with bookkeeping procedures.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

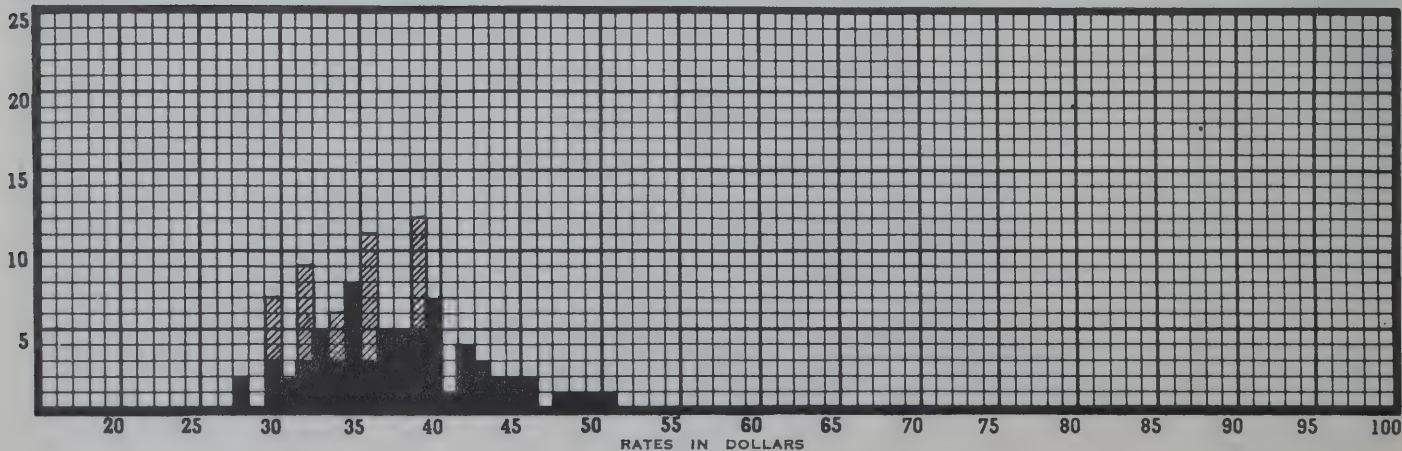
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	\$ 35	—	—	—	—	—
Median		\$ 36	\$ 38	\$ 38	\$ 38	\$ 35	\$ 36	—	—	—	\$ 34
Wtd. Average		\$ 37	\$ 41	\$ 38	\$ 38	\$ 37	\$ 37	—	—	\$ 39	\$ 35
Middle 50% High		\$ 40	\$ 46	\$ 41	\$ 40	\$ 39	\$ 39	—	—	—	\$ 38
Low		\$ 33	\$ 35	\$ 35	\$ 35	\$ 33	\$ 33	—	—	—	\$ 32
No. Firms		98	8	45	9	6	15	2	2	2	4
No. Employees		607	18	167	15	27	323	3	3	4	35

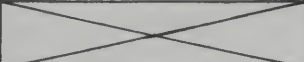
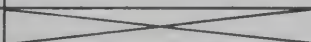
PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



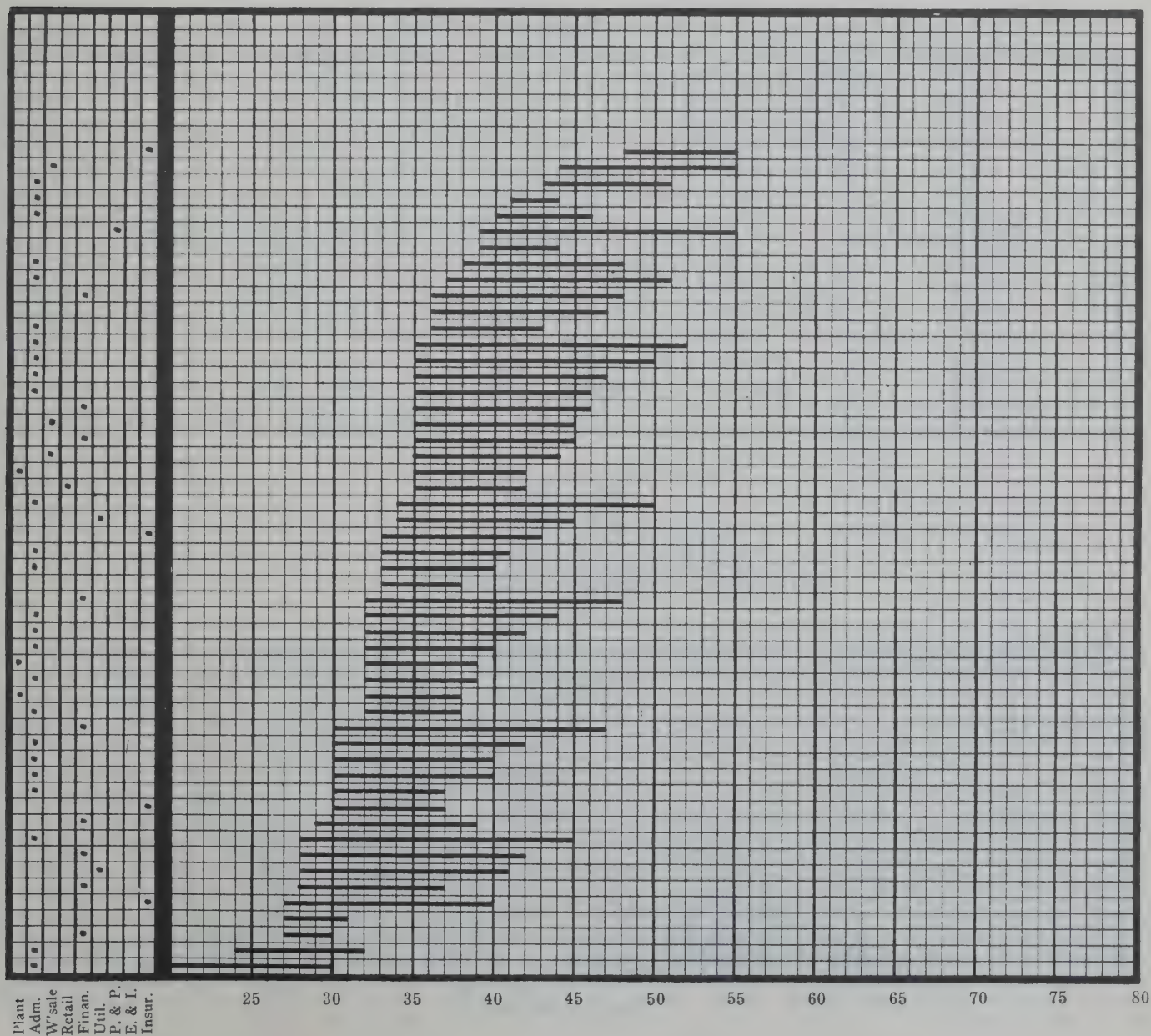
BOOKKEEPING MACHINE OPERATOR, Jr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 43		Maximum
			Intermediate Rates
Average Minimum	\$ 33		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 10		Spread
No. Firms Reporting	52		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

BOOKKEEPING MACHINE OPERATOR, Sr.

Operates bookkeeping machine, with or without typewriter keyboard and in addition has knowledge of bookkeeping procedures and assumes responsibility for a phase or section of the records of business transactions. May work under supervision of a bookkeeper. Requires experience.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

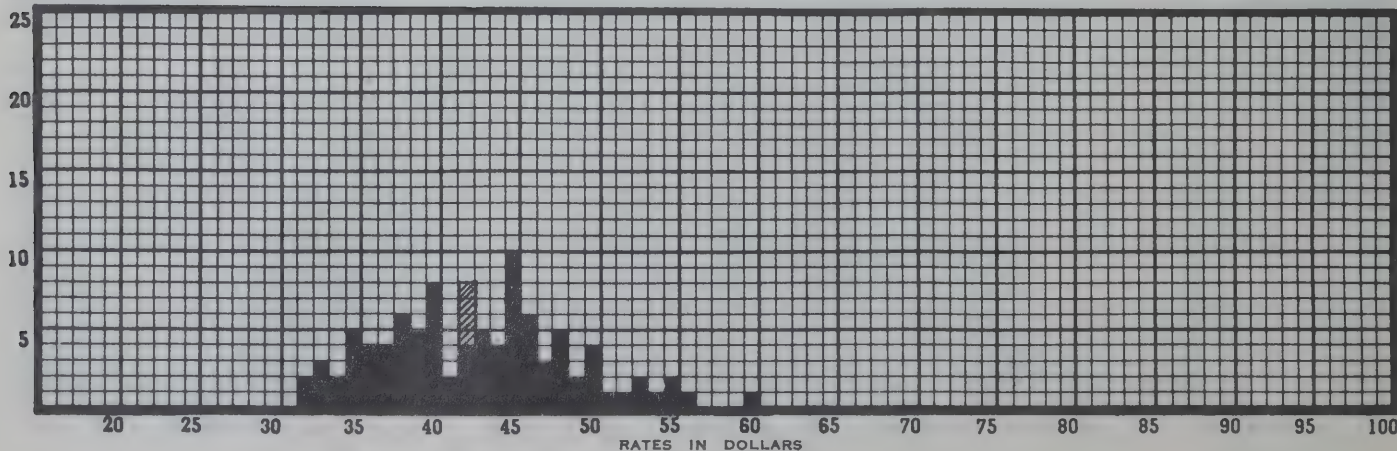
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 45	—	\$ 40	—	—	—	—	—	—	—
Median		\$ 43	\$ 43	\$ 44	\$ 47	\$ 37	\$ 42	\$ 41	\$ 40	\$ 44	\$ 36
Wtd. Average		\$ 43	\$ 44	\$ 44	\$ 47	\$ 37	\$ 43	\$ 42	\$ 40	\$ 43	\$ 36
Middle 50%	High	\$ 47	\$ 45	\$ 48	\$ 50	\$ 40	\$ 45	\$ 43	\$ 45	\$ 45	\$ 37
	Low	\$ 38	\$ 42	\$ 40	\$ 44	\$ 34	\$ 38	\$ 39	\$ 35	\$ 44	\$ 34
No. Firms		130	6	58	17	5	20	4	5	4	4
No. Employees		657	11	281	43	28	203	22	16	9	29

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



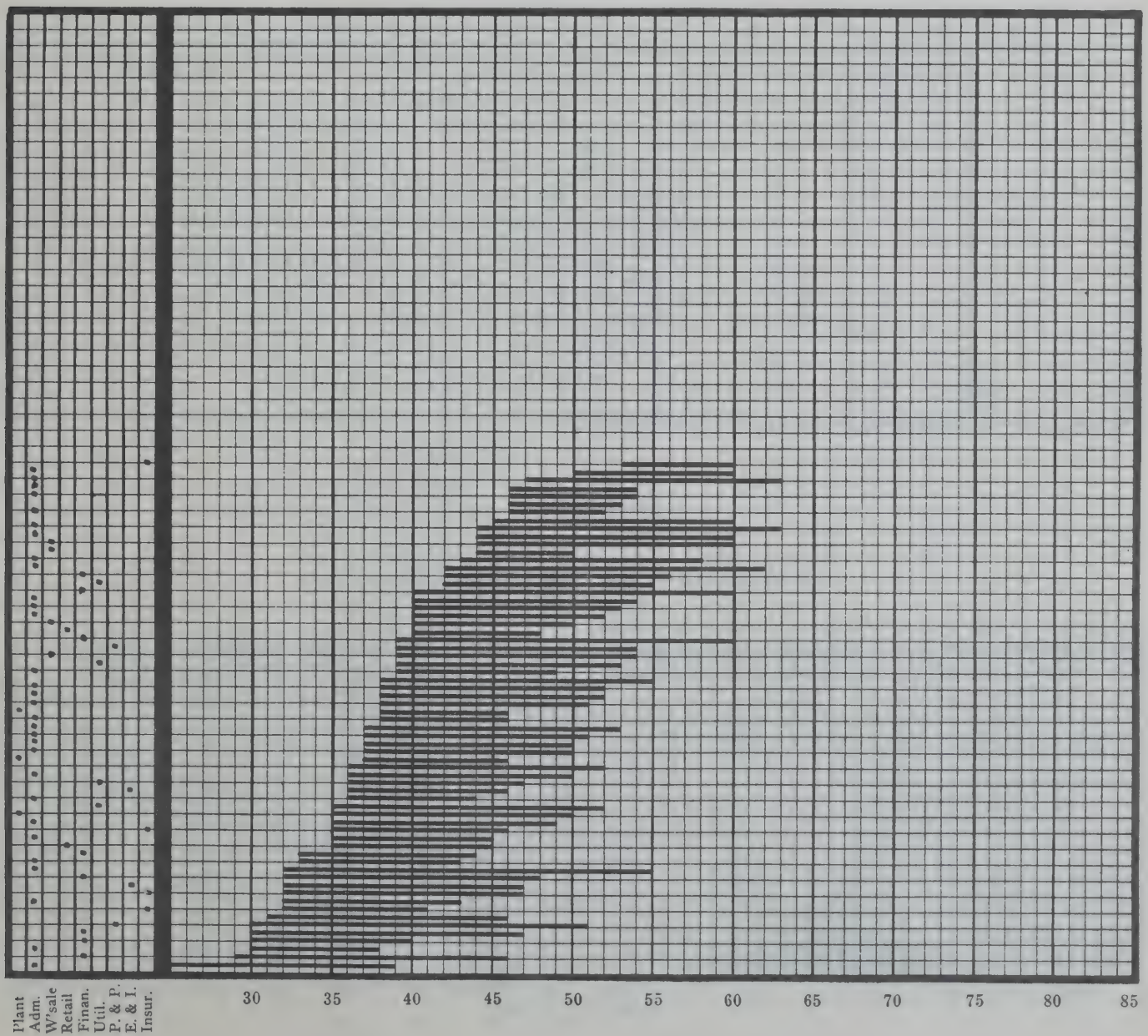
BOOKKEEPING MACHINE OPERATOR, Sr.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$51		Maximum
			Intermediate Rates
Average Minimum	\$38		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$13		Spread
No. Firms Reporting	64		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

**CALCULATING AND COMPTOMETER
MACHINE OPERATOR, Jr.**

Operates calculating or comptometer machine under close supervision. Routine computations of average difficulty in accordance with detailed instructions.

Our Job Title _____

Labor Grade _____ Points _____

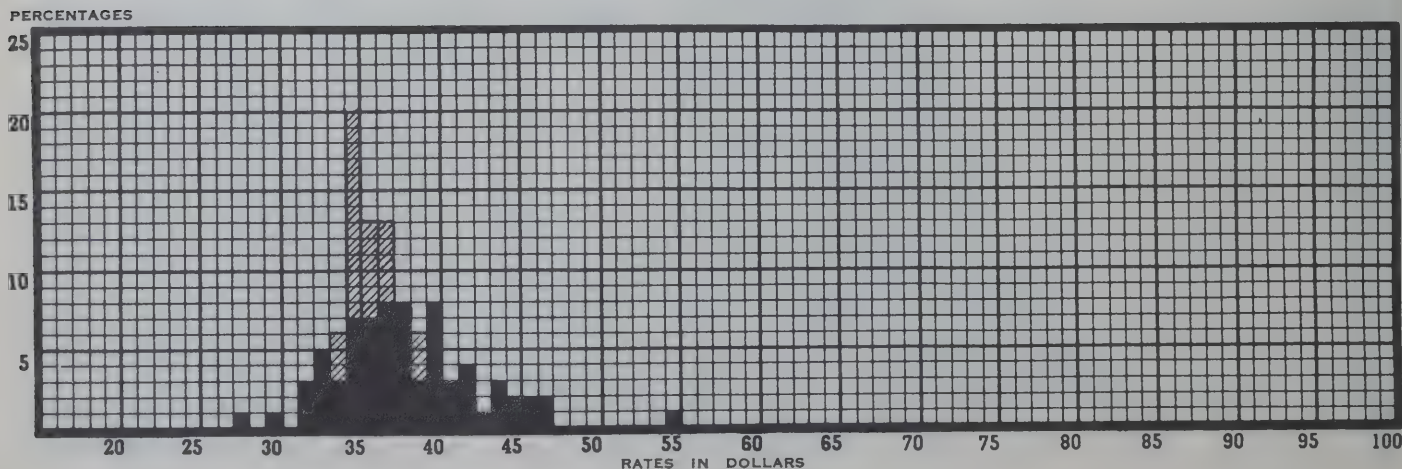
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 35	—	—	—	—	—	—	—
Median		\$ 37	\$ 36	\$ 38	\$ 39	\$ 36	\$ 35	\$ 35	\$ 37	—	\$ 33
Wtd. Average		\$ 38	\$ 38	\$ 39	\$ 39	\$ 36	\$ 37	\$ 37	\$ 36	—	\$ 34
Middle 50%	High	\$ 40	\$ 43	\$ 42	\$ 41	\$ 37	\$ 40	\$ 39	\$ 38	—	\$ 35
	Low	\$ 35	\$ 34	\$ 35	\$ 37	\$ 34	\$ 33	\$ 35	\$ 33	—	\$ 33
No. Firms		94	8	34	8	10	9	2	3	1	5
No. Employees		788	15	187	40	119	17	319	8	1	24

PERCENTAGE DISTRIBUTION OF RATES



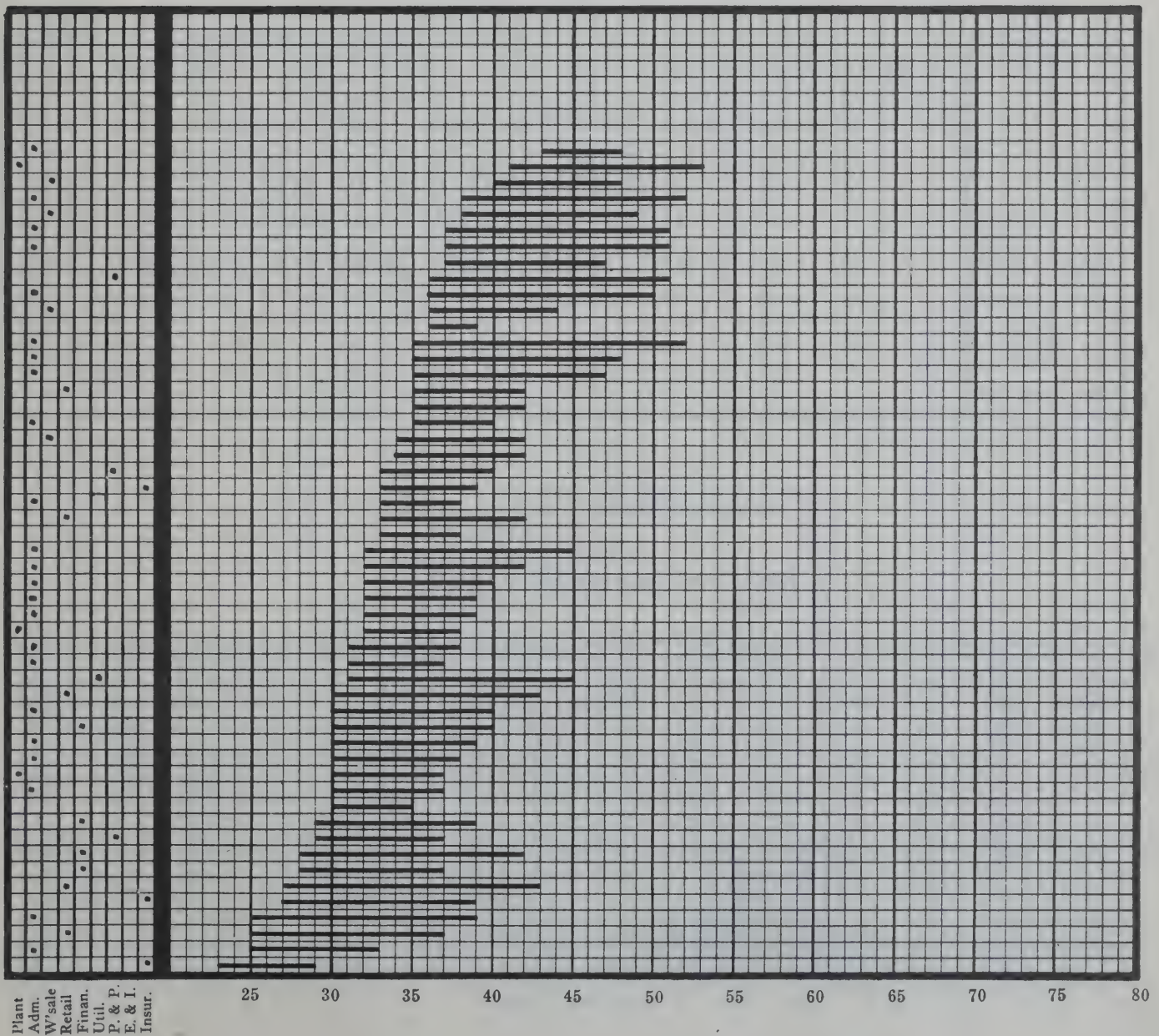
ANALYSIS OF STRUCTURAL RATES

CALCULATING AND COMPTOMETER
MACHINE OPERATOR, Jr.

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$42		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$10		Spread
No. Firms Reporting	53		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("••" indicates industry group in which range on same horizontal line was reported. Where no "••" appears opposite a range, that range was reported in the "miscellaneous" group.)

**CALCULATING AND COMPTOMETER
MACHINE OPERATOR, Sr.**

Operates calculating or comptometer machine. Responsible for the more difficult complex computations. Deals frequently with items of large denominations. On varied work requiring exercise of independent judgment and considerable knowledge of subject matter dealt with. Requires experience.

Our Job Title _____

Labor Grade _____ Points _____

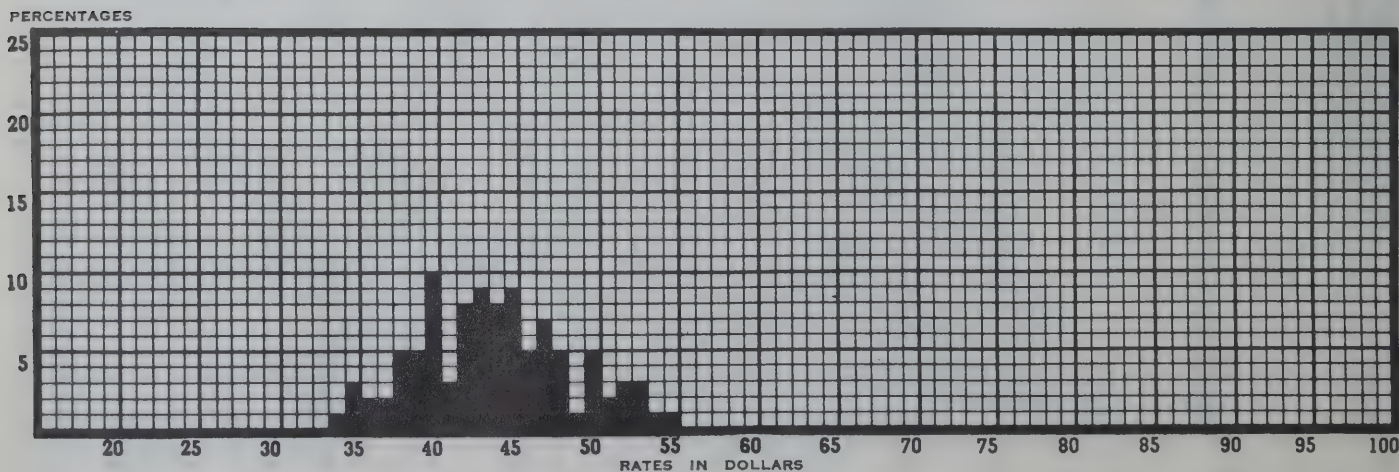
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

		Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode			\$ 40	—	\$ 40	—	—	—	—	—	—	—
Median			\$ 44	\$ 42	\$ 44	\$ 44	\$ 43	\$ 42	\$ 43	\$ 45	\$ 45	\$ 43
Wtd. Average			\$ 44	\$ 41	\$ 45	\$ 46	\$ 43	\$ 43	\$ 45	\$ 48	\$ 44	\$ 41
Middle 50%	High		\$ 47	\$ 44	\$ 48	\$ 51	\$ 46	\$ 46	\$ 53	\$ 54	\$ 46	\$ 44
	Low		\$ 40	\$ 39	\$ 40	\$ 42	\$ 40	\$ 40	\$ 40	\$ 43	\$ 40	\$ 39
No. Firms			104	5	43	11	11	6	5	3	2	6
No. Employees			822	20	344	40	243	20	57	12	9	48

PERCENTAGE DISTRIBUTION OF RATES



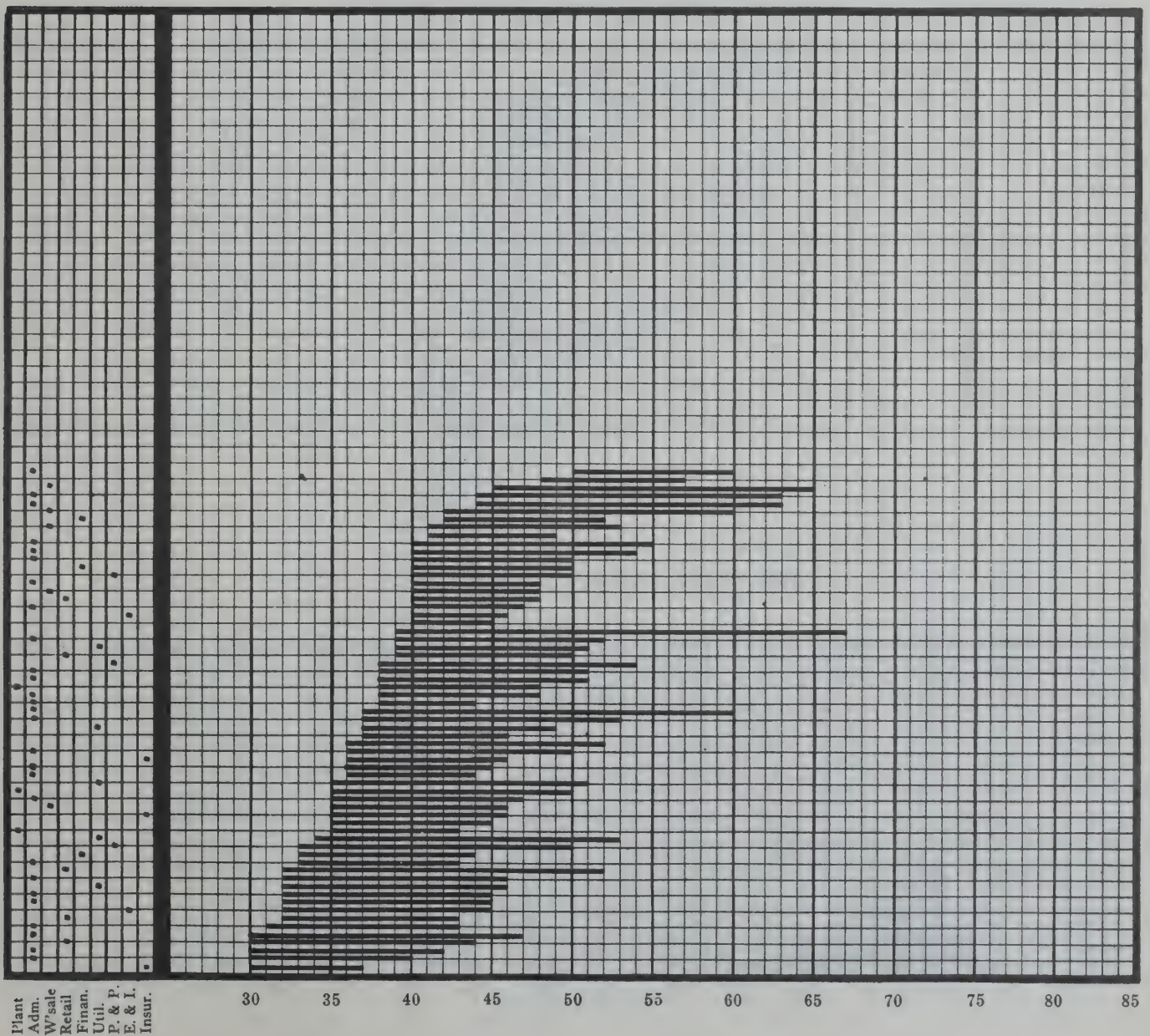
ANALYSIS OF STRUCTURAL RATES

CALCULATING AND COMPTOMETER
MACHINE OPERATOR, Sr.

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$49		Maximum
			Intermediate Rates
Average Minimum	\$37		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	63		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

CLERK, JR.

Under close supervision and according to instructions, performs simple, routine, repetitive clerical work involving elementary details. Responsible only for assigned tasks.

Our Job Title _____

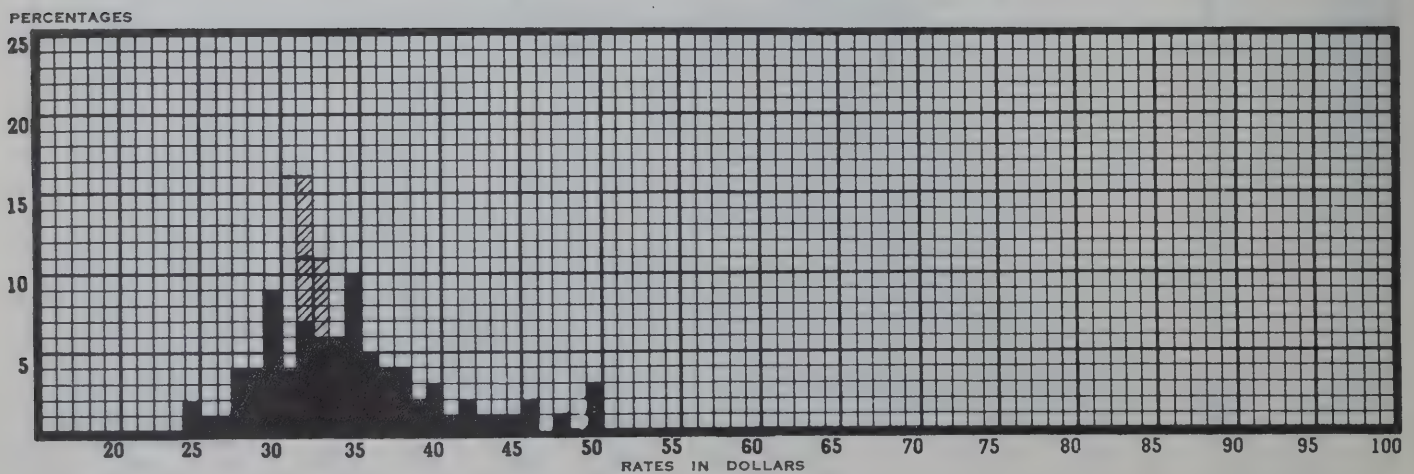
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	\$ 30	—	\$ 35	\$ 35	—	—	\$ 31	\$ 35	\$ 32
Median		\$ 33	\$ 34	\$ 35	\$ 35	\$ 34	\$ 35	\$ 33	\$ 31	\$ 38	\$ 31
Wtd. Average		\$ 35	\$ 34	\$ 37	\$ 34	\$ 33	\$ 34	\$ 36	\$ 32	\$ 38	\$ 32
Middle 50%	High	\$ 37	\$ 37	\$ 39	\$ 37	\$ 35	\$ 41	\$ 35	\$ 35	\$ 42	\$ 35
	Low	\$ 32	\$ 30	\$ 31	\$ 32	\$ 31	\$ 30	\$ 32	\$ 30	\$ 34	\$ 29
No. Firms		225	19	82	19	16	19	11	8	11	10
No. Employees		5628	133	1567	174	697	503	1402	180	129	382

PERCENTAGE DISTRIBUTION OF RATES

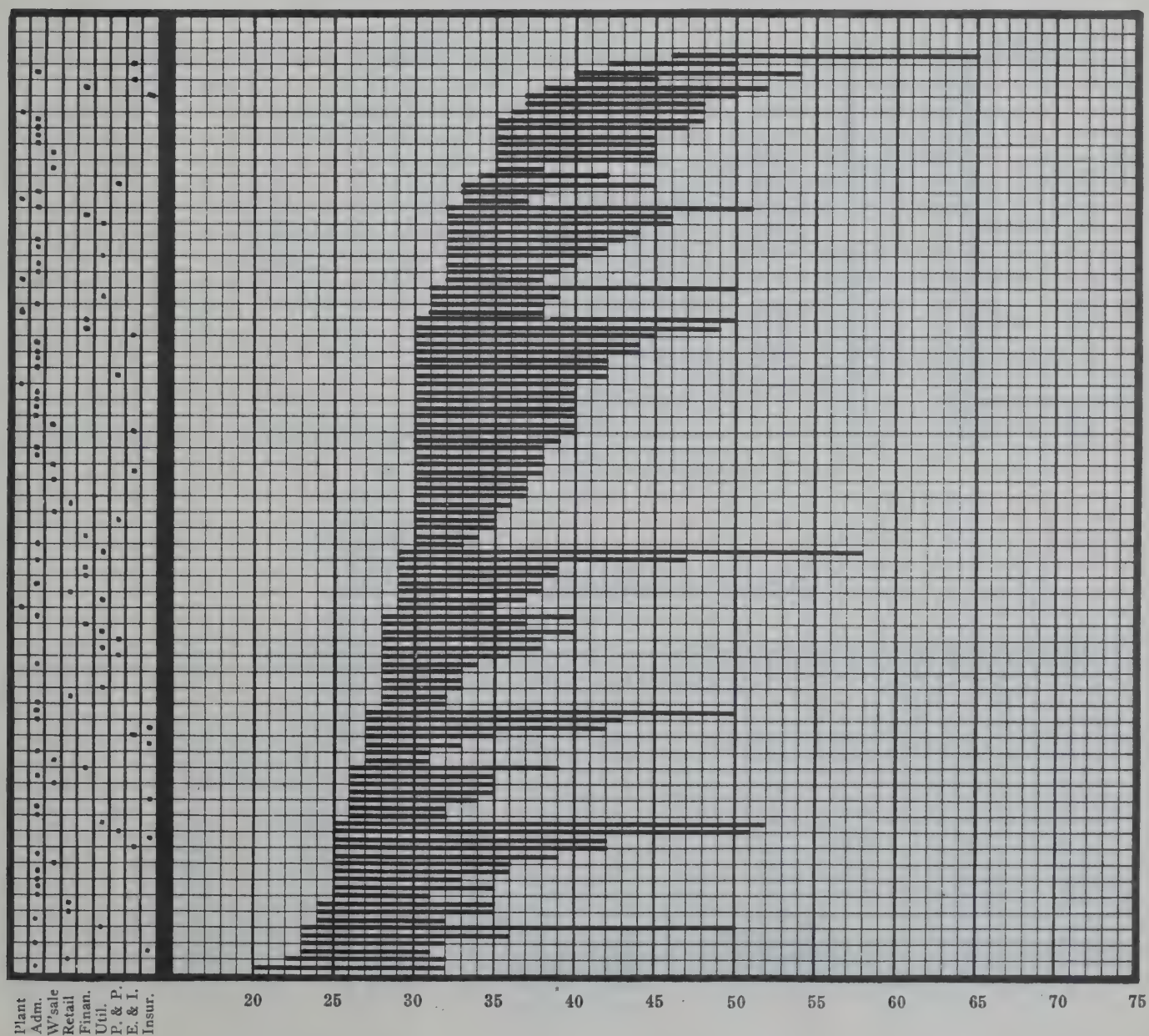
CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 40		Maximum
			Intermediate Rates
Average Minimum	\$ 30		Minimum
Modal Minimum	\$ 30		Hiring Rate
Average Spread	\$ 10		Spread
No. Firms Reporting	115		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

CLERK, SR.

Under general supervision, performs generally routine duties of some diversity, requiring application of various standard procedures and preparation or use of several types of forms, reports, or records. Requires knowledge of the business and some independent judgment.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

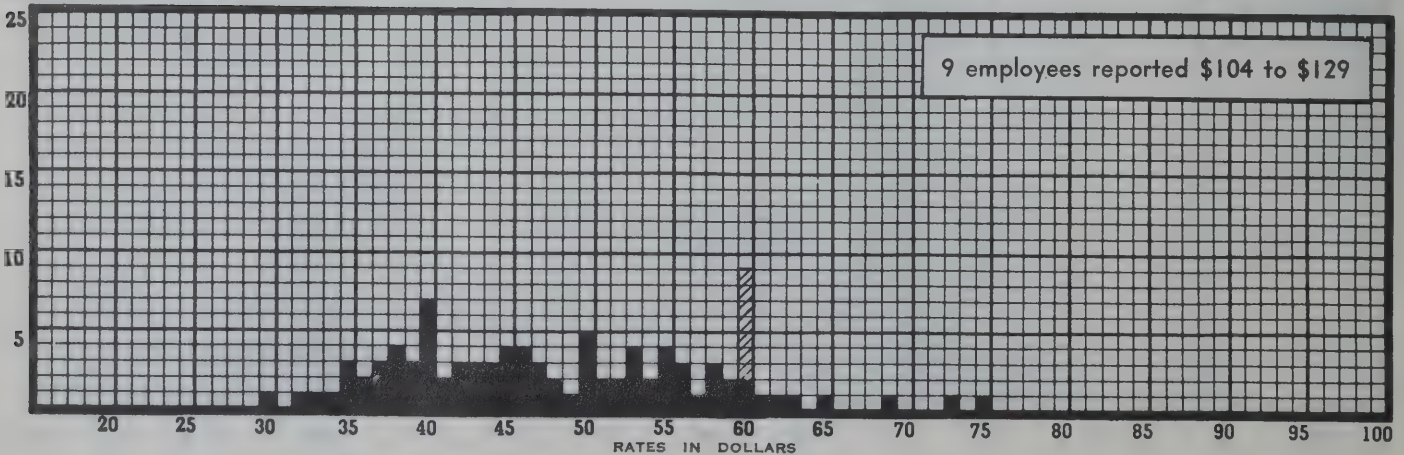
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	\$ 50	—	\$ 40	\$ 40	\$ 50	—	—	\$ 43	—
Median		\$ 48	\$ 48	\$ 47	\$ 43	\$ 38	\$ 52	\$ 57	\$ 39	\$ 46	\$ 42
Wtd. Average		\$ 49	\$ 49	\$ 50	\$ 45	\$ 39	\$ 54	\$ 55	\$ 42	\$ 47	\$ 43
Middle 50% High		\$ 57	\$ 54	\$ 56	\$ 48	\$ 42	\$ 61	\$ 60	\$ 45	\$ 52	\$ 47
Low		\$ 40	\$ 42	\$ 40	\$ 40	\$ 34	\$ 46	\$ 53	\$ 36	\$ 42	\$ 37
No. Firms		223	17	81	19	18	16	10	11	14	11
No. Employees		5365	150	1708	197	565	418	1166	125	95	325

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



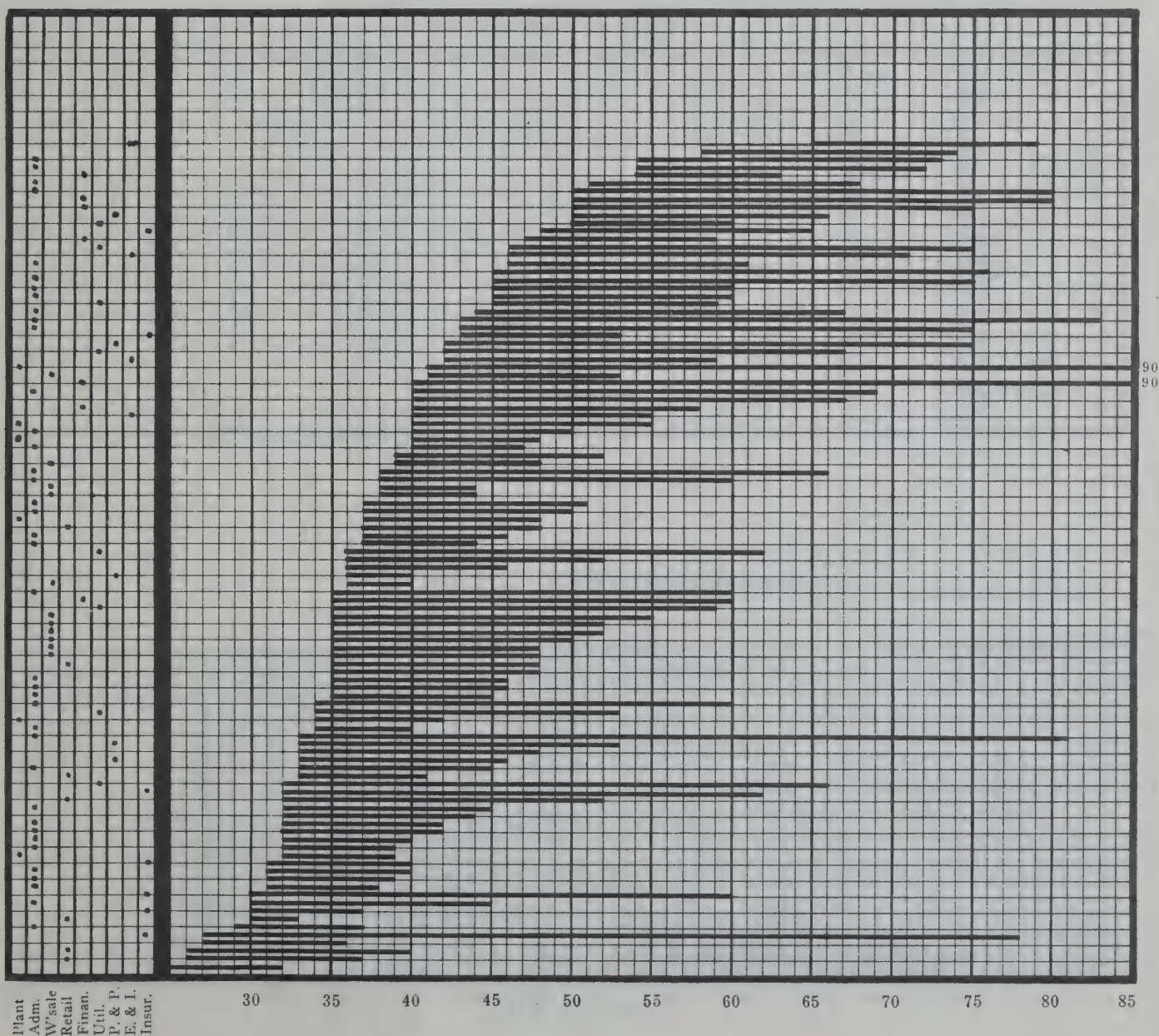
CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 55		Maximum
			Intermediate Rates
Average Minimum	\$ 38		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 17		Spread
No. Firms Reporting	105		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

CORRESPONDENT, JR.

Under close supervision, composes letters to individuals, company customers and other business establishments. Routine correspondence only. Uses standardized forms. Little discretion.

Our Job Title _____

Labor Grade _____ Points _____

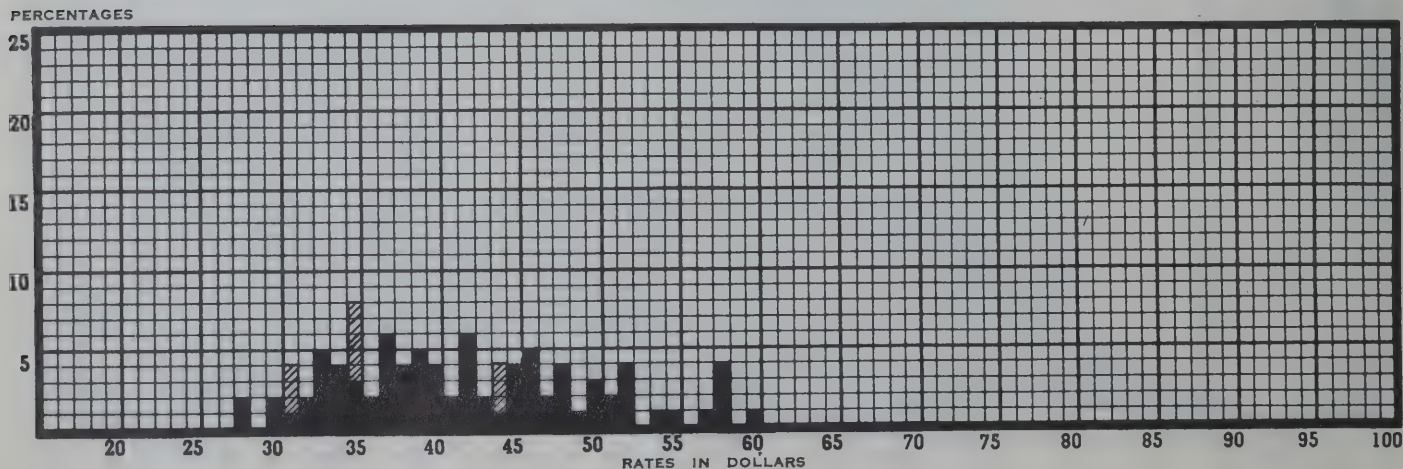
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 40	—	\$ 37	\$ 45	\$ 39	\$ 51	—	\$ 48	\$ 50	\$ 42
Wtd. Average		\$ 42	—	\$ 40	\$ 46	\$ 39	\$ 51	—	\$ 45	\$ 50	\$ 39
Middle 50%	High	\$ 47	—	\$ 45	\$ 52	\$ 44	\$ 56	—	\$ 50	\$ 57	\$ 42
	Low	\$ 35	—	\$ 31	\$ 40	\$ 35	\$ 46	—	\$ 36	\$ 46	\$ 35
No. Firms		43	1	21	4	2	3	—	2	3	3
No. Employees		203	1	63	5	24	33	—	13	10	19

PERCENTAGE DISTRIBUTION OF RATES



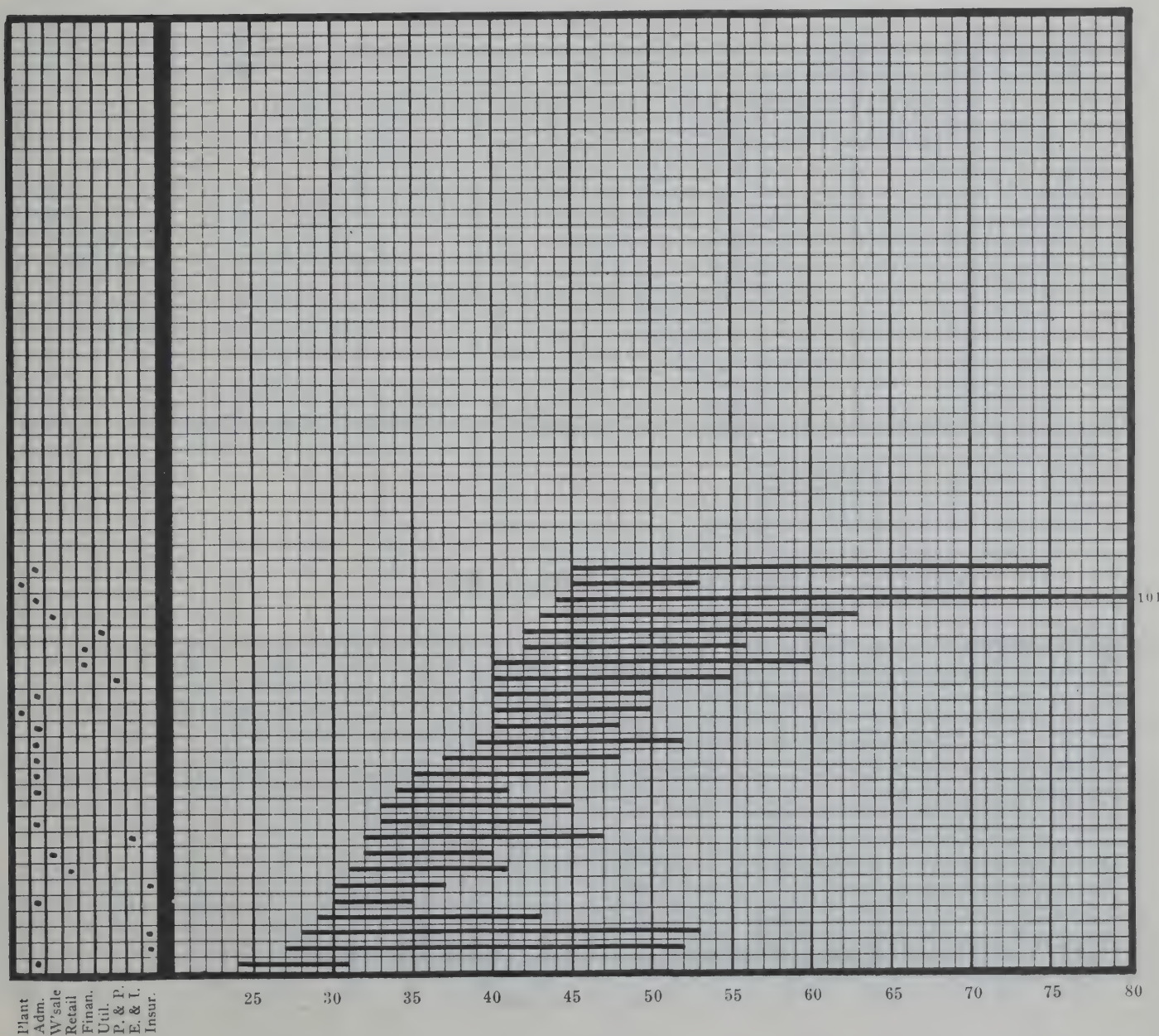
CORRESPONDENT, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 51		Maximum
			Intermediate Rates
Average Minimum	\$ 36		Minimum
Modal Minimum	\$ 40		Hiring Rate
Average Spread	\$ 15		Spread
No. Firms Reporting	26		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

CORRESPONDENT, SR.

(Excludes correspondents in specialized fields requiring technical knowledge such as sales engineering, export, etc.)

Under general supervision, composes letters to individuals, company customers, or other business establishments. Reads incoming correspondence and gathers data necessary to formulate reply. May create standard forms when necessary. Assists executives in handling correspondence. Requires use of initiative and judgment based on knowledge of company policy, methods and products.

Our Job Title _____

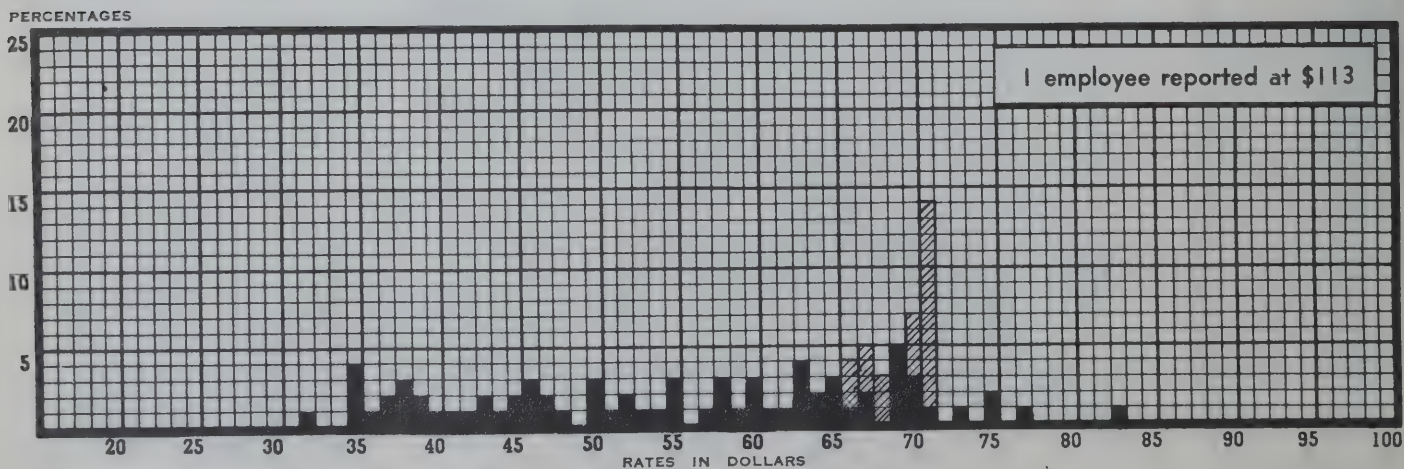
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	\$ 50	—	—	—	—	—	—
Median		\$ 63	\$ 60	\$ 55	\$ 55	\$ 39	\$ 69	\$ 70	\$ 41	—	\$ 47
Wtd. Average		\$ 59	\$ 58	\$ 56	\$ 58	\$ 42	\$ 67	\$ 69	\$ 44	\$ 62	\$ 48
Middle 50%	High	\$ 70	\$ 63	\$ 66	\$ 69	\$ 46	\$ 75	\$ 71	\$ 55	\$ 65	\$ 57
	Low	\$ 47	\$ 50	\$ 45	\$ 50	\$ 36	\$ 64	\$ 67	\$ 38	\$ 55	\$ 41
No. Firms		71	7	28	8	5	5	1	6	2	3
No. Employees		517	10	88	27	27	52	178	26	9	75

PERCENTAGE DISTRIBUTION OF RATES

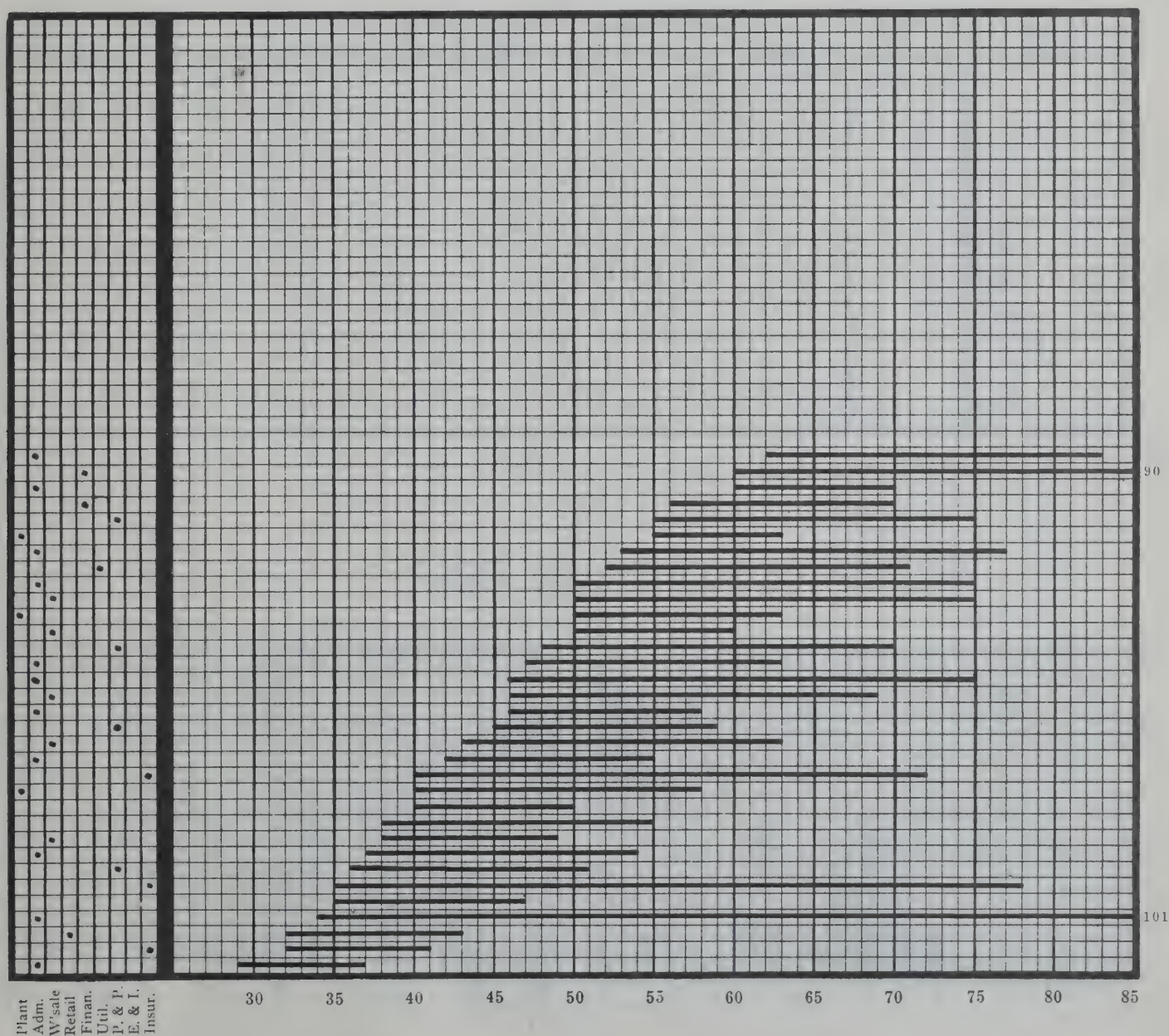
CORRESPONDENT, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$64		Maximum
			Intermediate Rates
Average Minimum	\$45		Minimum
Modal Minimum	\$50		Hiring Rate
Average Spread	\$19		Spread
No. Firms Reporting	33		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

COST CLERK, JR.

Compiles production costs on simple operations and parts from available data and under very close supervision. No cost analysis.

Our Job Title _____

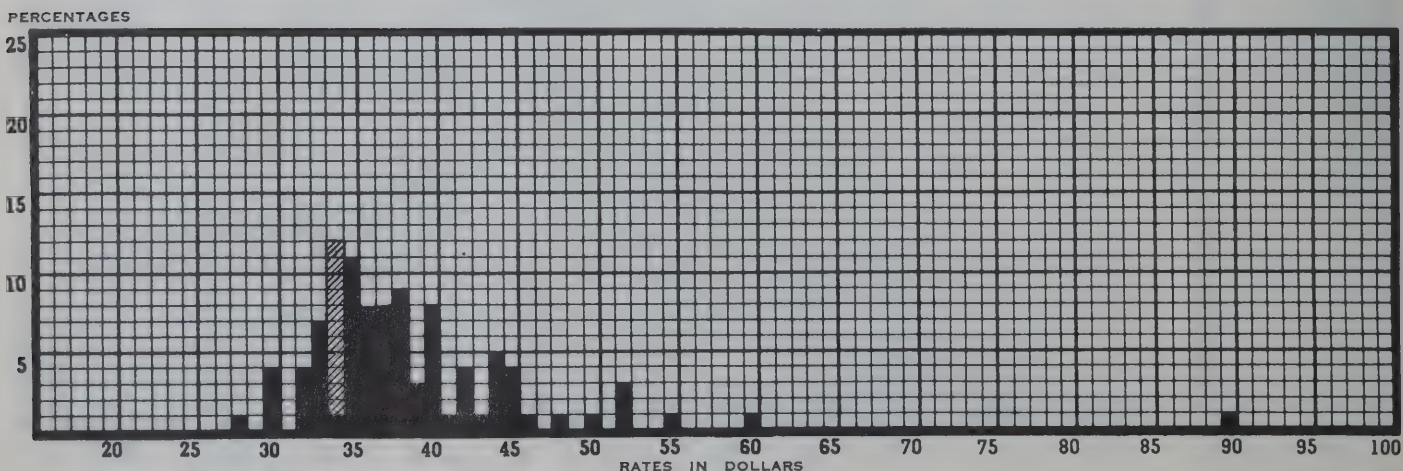
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 37	\$ 37	\$ 38	—	—	—	—	—	—	—
Wtd. Average		\$ 39	\$ 38	\$ 40	—	—	—	—	—	—	—
Middle 50%	High	\$ 42	\$ 42	\$ 44	—	—	—	—	—	—	—
	Low	\$ 34	\$ 33	\$ 34	—	—	—	—	—	—	—
No. Firms		31	5	15	3	—	—	1	1	1	—
No. Employees		76	12	43	3	—	—	2	3	1	—

PERCENTAGE DISTRIBUTION OF RATES

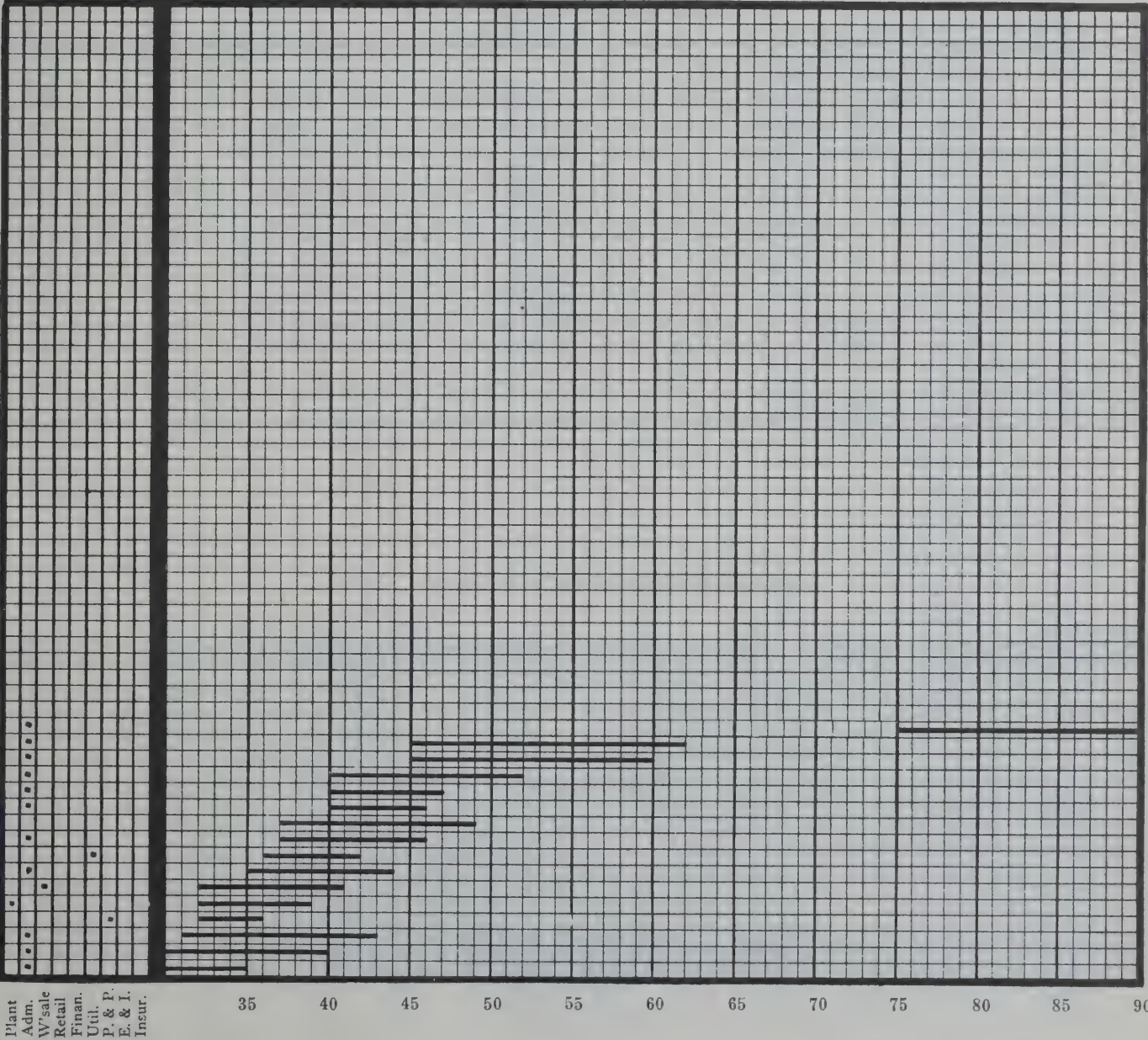
COST CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$50		Maximum
			Intermediate Rates
Average Minimum	\$39		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	16		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

COST CLERK. SR.

Compiles production costs on ordinary manufactured articles, subassemblies, and complicated parts following definite prescribed instructions and under general supervision. No cost analysis.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

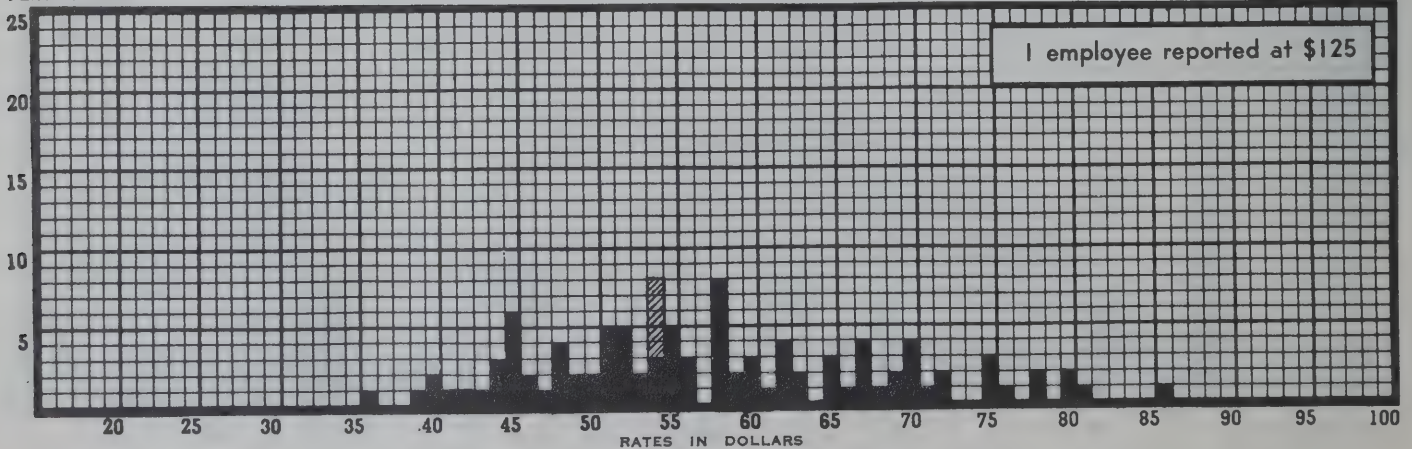
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 55	\$ 51	\$ 55	\$ 58	—	—	—	—	—	—
Wtd. Average		\$ 59	\$ 55	\$ 60	\$ 55	—	—	—	—	—	—
Middle 50%	High	\$ 65	\$ 62	\$ 67	\$ 58	—	—	—	—	—	—
	Low	\$ 50	\$ 46	\$ 51	\$ 51	—	—	—	—	—	—
No. Firms		44	11	20	5	—	2	1	2	1	—
No. Employees		131	32	71	14	—	3	2	2	1	—

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



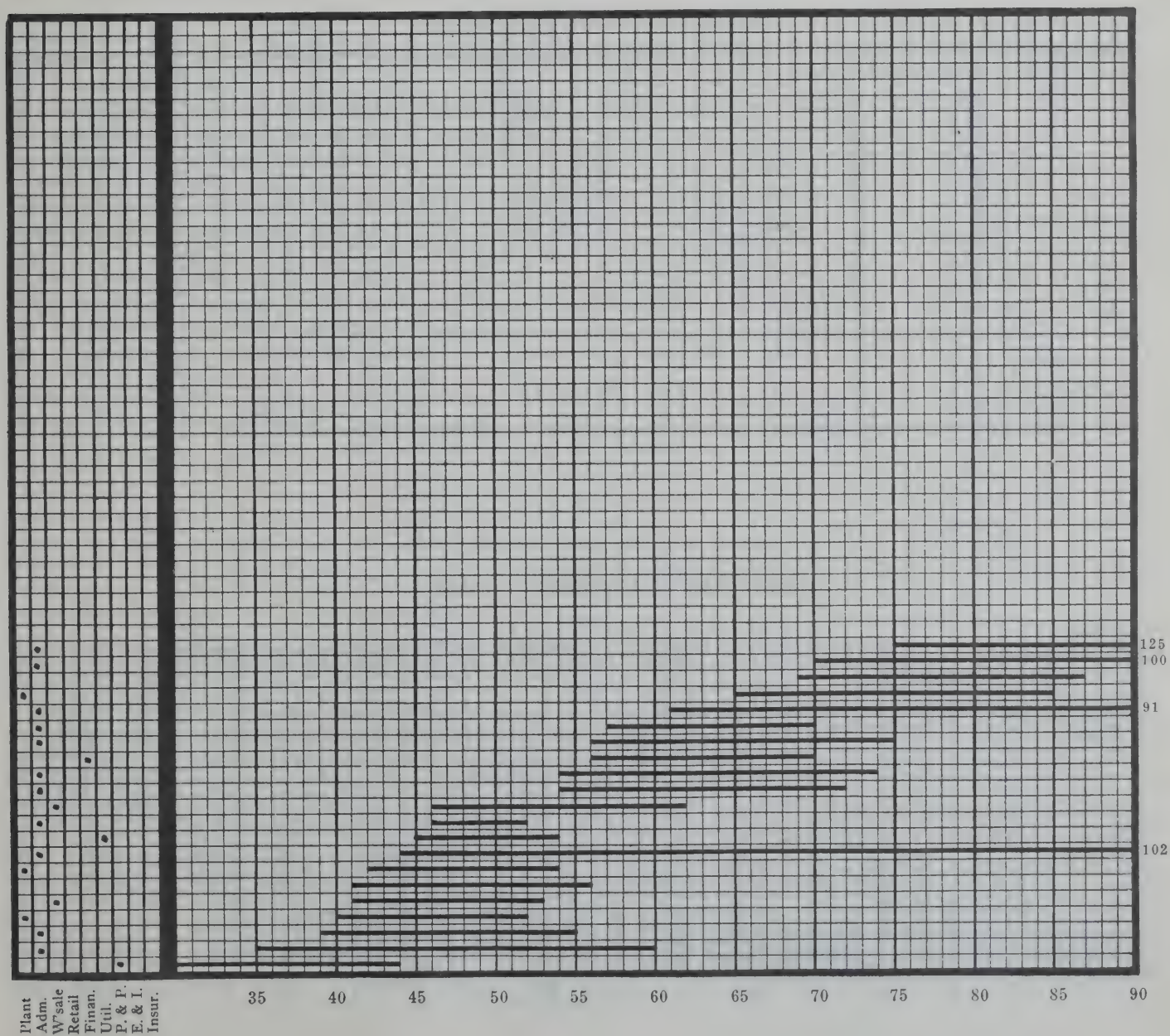
COST CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$71		Maximum
			Intermediate Rates
Average Minimum	\$51		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$20		Spread
No. Firms Reporting	21		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

CREDIT CLERK

(No credit approvals)

Writes form letters to references named on customer's credit application; numbers and files credit application cards; files credit correspondence; sends form letters or credit cards to customers notifying them of acceptance or rejection of credit application.

Our Job Title _____

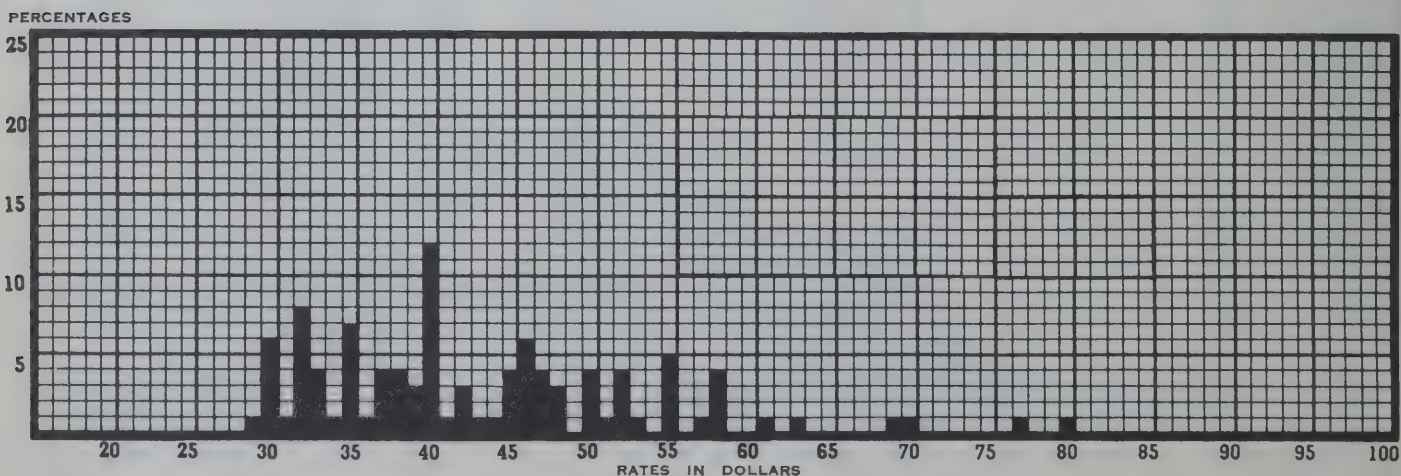
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 46	—	—	—	—	—	—	—
Median		\$ 40	\$ 37	\$ 46	\$ 45	\$ 34	\$ 40	\$ 37	—	\$ 45	—
Wtd. Average		\$ 43	\$ 38	\$ 48	\$ 47	\$ 38	\$ 42	\$ 38	—	\$ 45	—
Middle 50% High Low		\$ 48	\$ 40	\$ 52	\$ 53	\$ 45	\$ 50	\$ 39	—	\$ 50	—
		\$ 35	\$ 32	\$ 42	\$ 38	\$ 32	\$ 30	\$ 35	—	\$ 39	—
No. Firms		50	7	20	7	4	5	1	2	2	—
No. Employees		111	16	34	13	16	8	5	2	11	—

PERCENTAGE DISTRIBUTION OF RATES

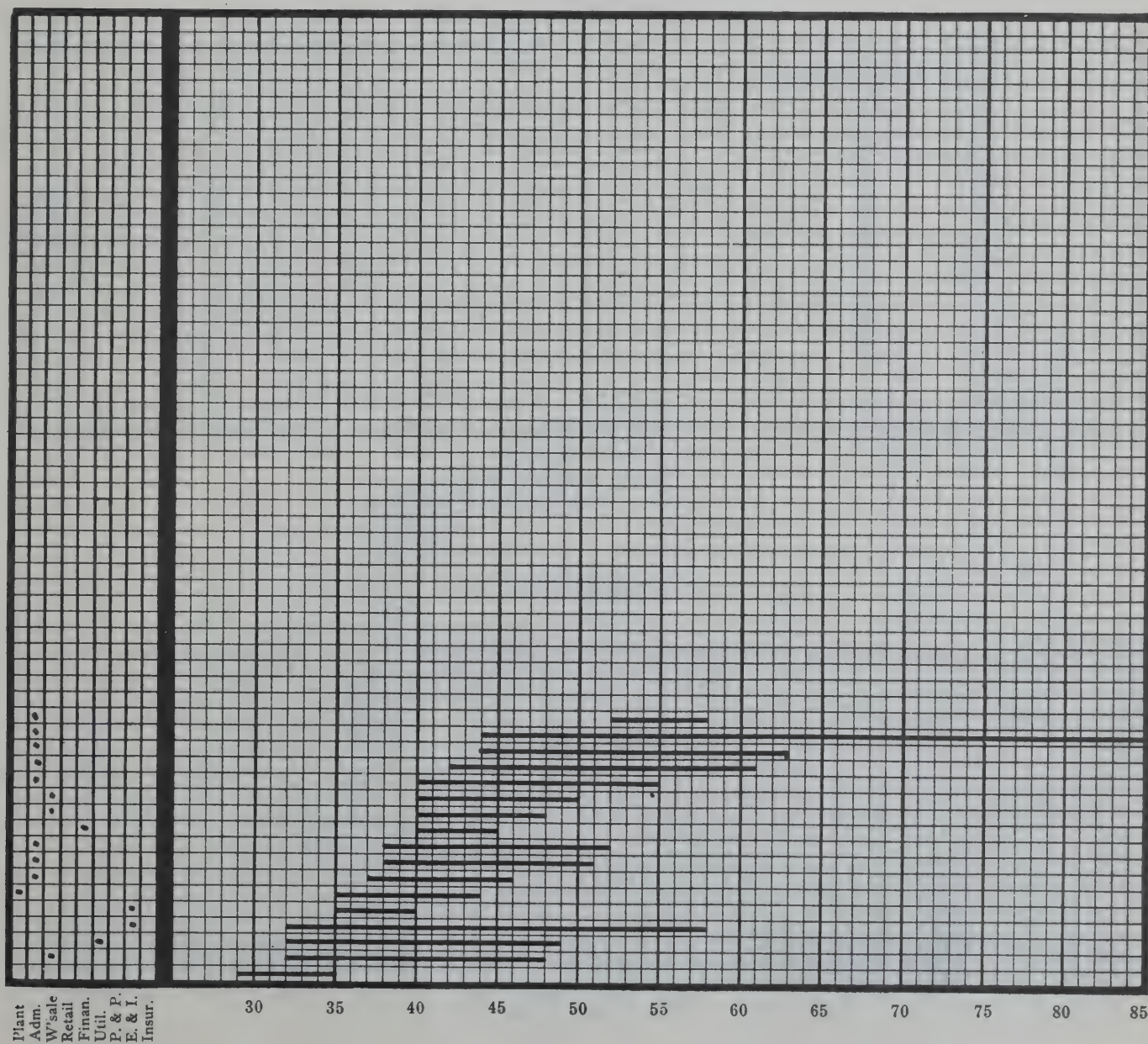
CREDIT CLERK

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$53		Maximum
			Intermediate Rates
Average Minimum	\$38		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$15		Spread
No. Firms Reporting	17		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

DICTATING MACHINE OPERATOR, JR.

Under close supervision, transcribes on typewriter recorded material of routine, non-technical, nature with average speed and skill. May do miscellaneous typing and simple clerical work as assigned.

Our Job Title _____

Labor Grade _____ Points _____

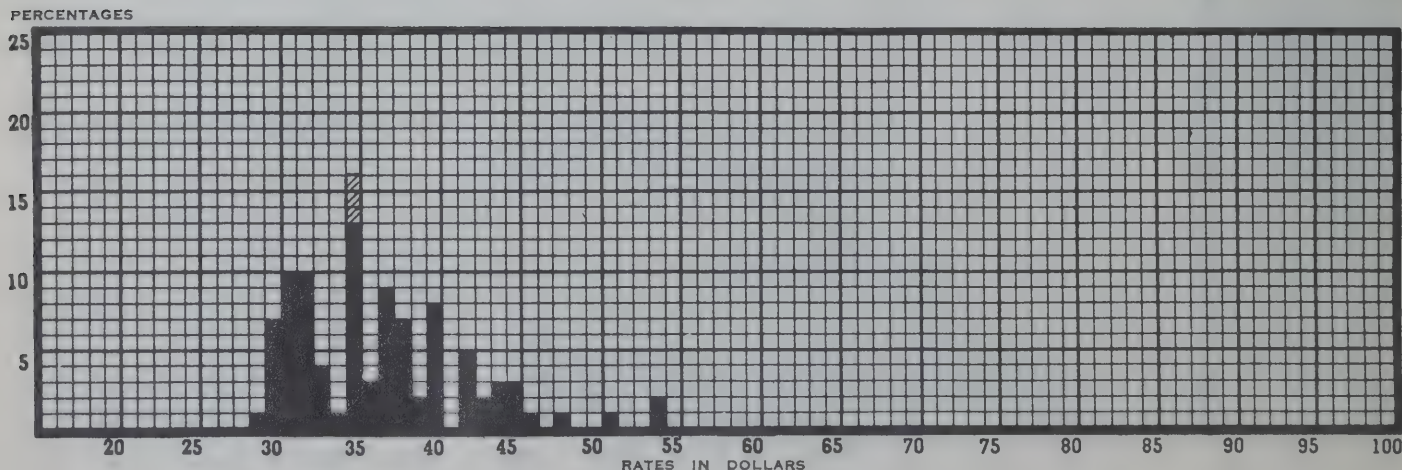
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 37	—	—	—	—	—	—	—
Median		\$ 35	\$ 38	\$ 38	\$ 42	\$ 35	\$ 35	—	\$ 36	—	\$ 32
Wtd. Average		\$ 39	\$ 39	\$ 38	\$ 43	\$ 34	\$ 35	—	\$ 36	—	\$ 34
Middle 50%	High	\$ 40	\$ 45	\$ 42	\$ 51	\$ 35	\$ 38	—	\$ 37	—	\$ 35
	Low	\$ 32	\$ 35	\$ 35	\$ 37	\$ 33	\$ 31	—	\$ 35	—	\$ 31
No. Firms		62	5	24	6	4	7	—	3	2	5
No. Employees		288	9	107	29	10	43	—	17	3	29

PERCENTAGE DISTRIBUTION OF RATES



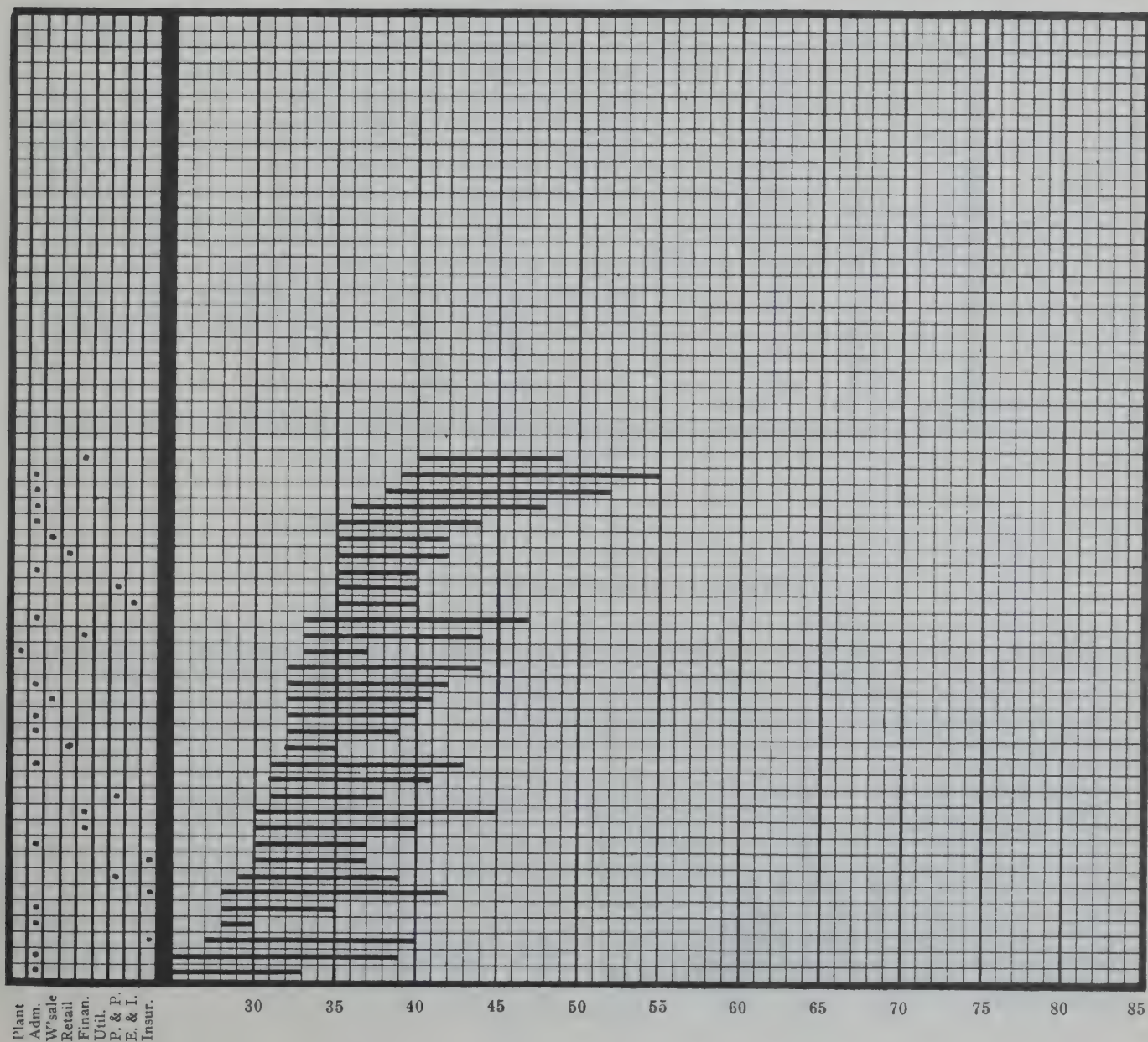
DICTATING MACHINE OPERATOR, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$41		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$9		Spread
No. Firms Reporting	34		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

DICTATING MACHINE OPERATOR, SR.

Our Job Title _____

Labor Grade _____ Points _____

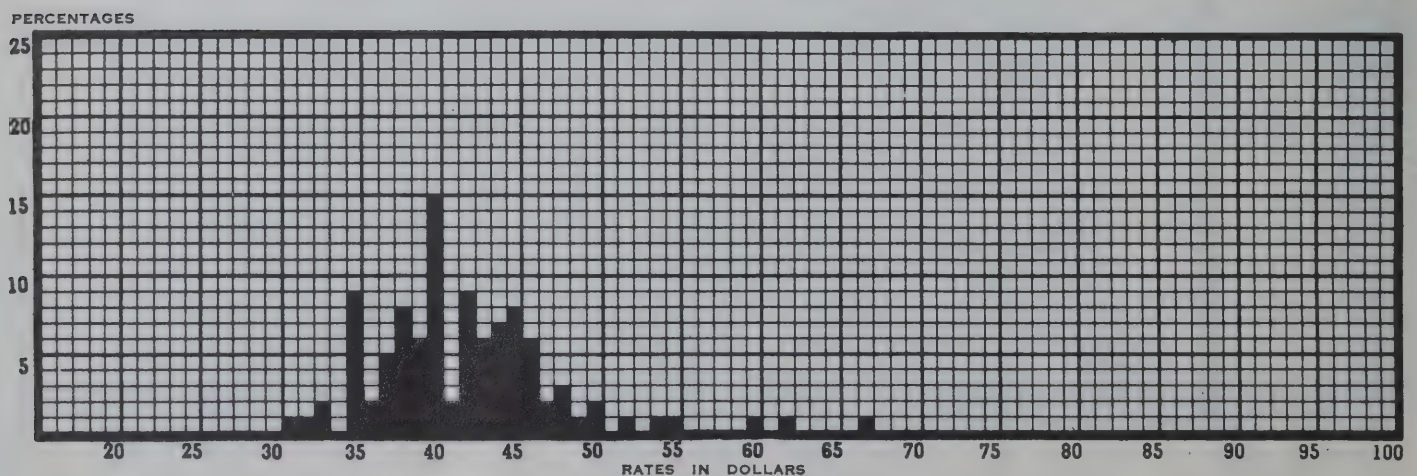
Grade Points From _____ To _____

Notes _____

Under general supervision, transcribes on typewriter recorded dictation of varied character and more than average difficulty involving unusual terminology. Requires more than ordinary care, skill, speed, and knowledge. May supervise JUNIORS. Requires experience.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 40	—	—	—	—	—	—	—
Median		\$ 41	\$ 42	\$ 42	\$ 40	\$ 36	\$ 42	\$ 48	\$ 44	\$ 43	\$ 40
Wtd. Average		\$ 42	\$ 42	\$ 43	\$ 41	\$ 37	\$ 42	\$ 46	\$ 43	\$ 43	\$ 41
Middle 50% High Low		\$ 45	—	\$ 45	\$ 45	\$ 40	\$ 46	\$ 49	\$ 45	\$ 48	\$ 44
		\$ 38	—	\$ 40	\$ 38	\$ 35	\$ 37	\$ 40	\$ 39	\$ 40	\$ 38
No. Firms		77	3	31	7	4	7	3	3	3	8
No. Employees		331	6	149	29	12	20	13	11	11	34

PERCENTAGE DISTRIBUTION OF RATES

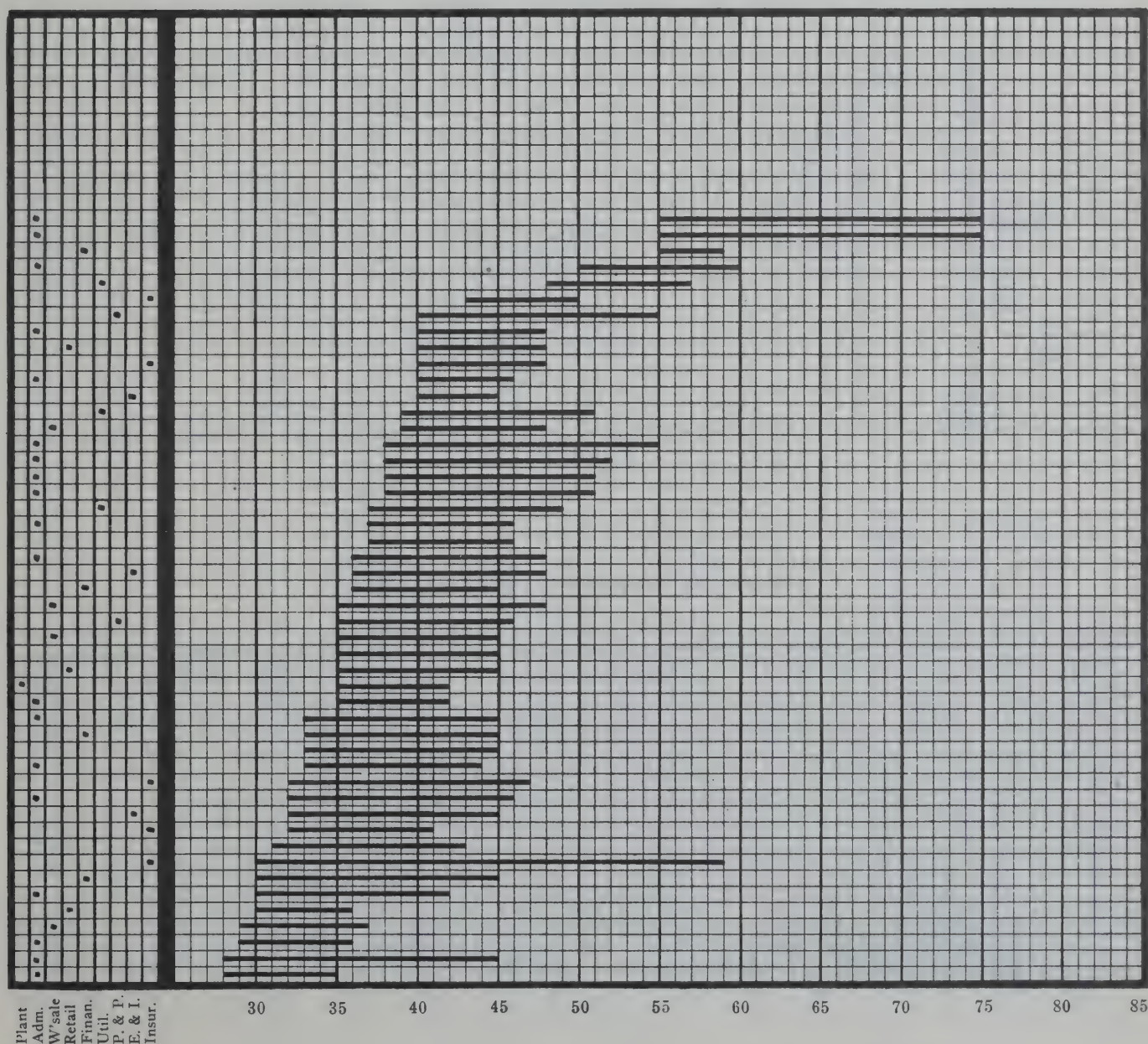
DICTATING MACHINE OPERATOR, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$48		Maximum
			Intermediate Rates
Average Minimum	\$37		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	48		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

DUPLICATING MACHINE OPERATOR, JR.

(No special process machines such as multilith, offset, etc.)

Operates stencil or hectograph type of duplicating machine (Mimeograph, Ditto, Speed-o-print, etc.).

Our Job Title _____

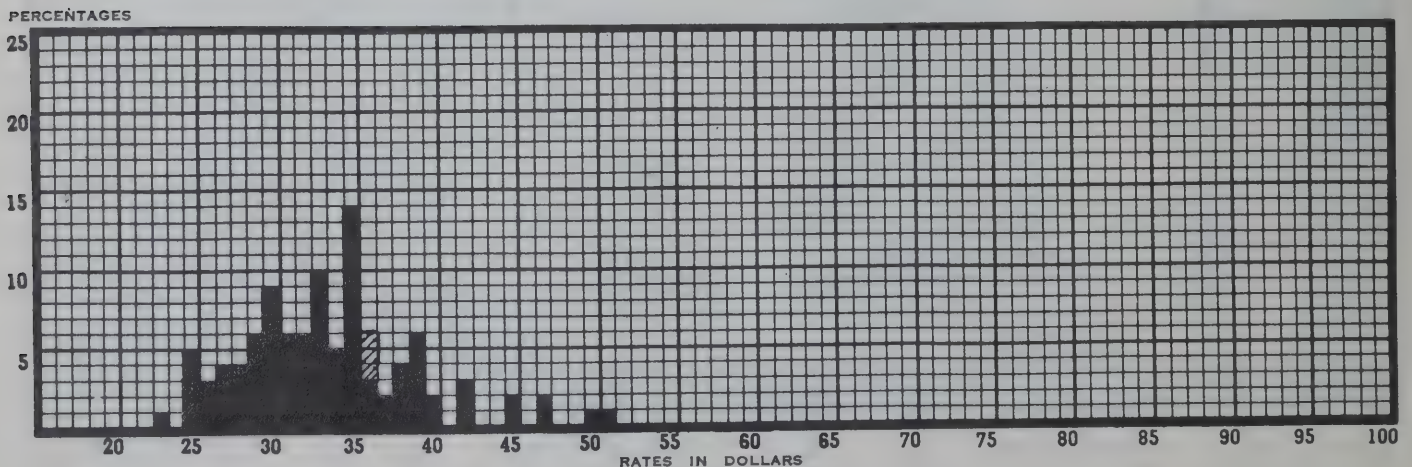
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 33	—	—	—	—	—	—	—
Median		\$ 33	\$ 26	\$ 33	\$ 39	\$ 34	\$ 35	\$ 35	\$ 33	\$ 35	\$ 29
Wtd. Average		\$ 33	\$ 28	\$ 33	\$ 38	\$ 35	\$ 35	\$ 36	—	\$ 33	\$ 30
Middle 50%	High	\$ 36	—	\$ 36	—	\$ 37	—	\$ 39	—	—	\$ 33
	Low	\$ 30	—	\$ 30	—	\$ 30	—	\$ 33	—	—	\$ 29
No. Firms		70	3	27	4	6	3	5	3	3	4
No. Employees		192	5	78	5	15	7	30	3	6	10

PERCENTAGE DISTRIBUTION OF RATES

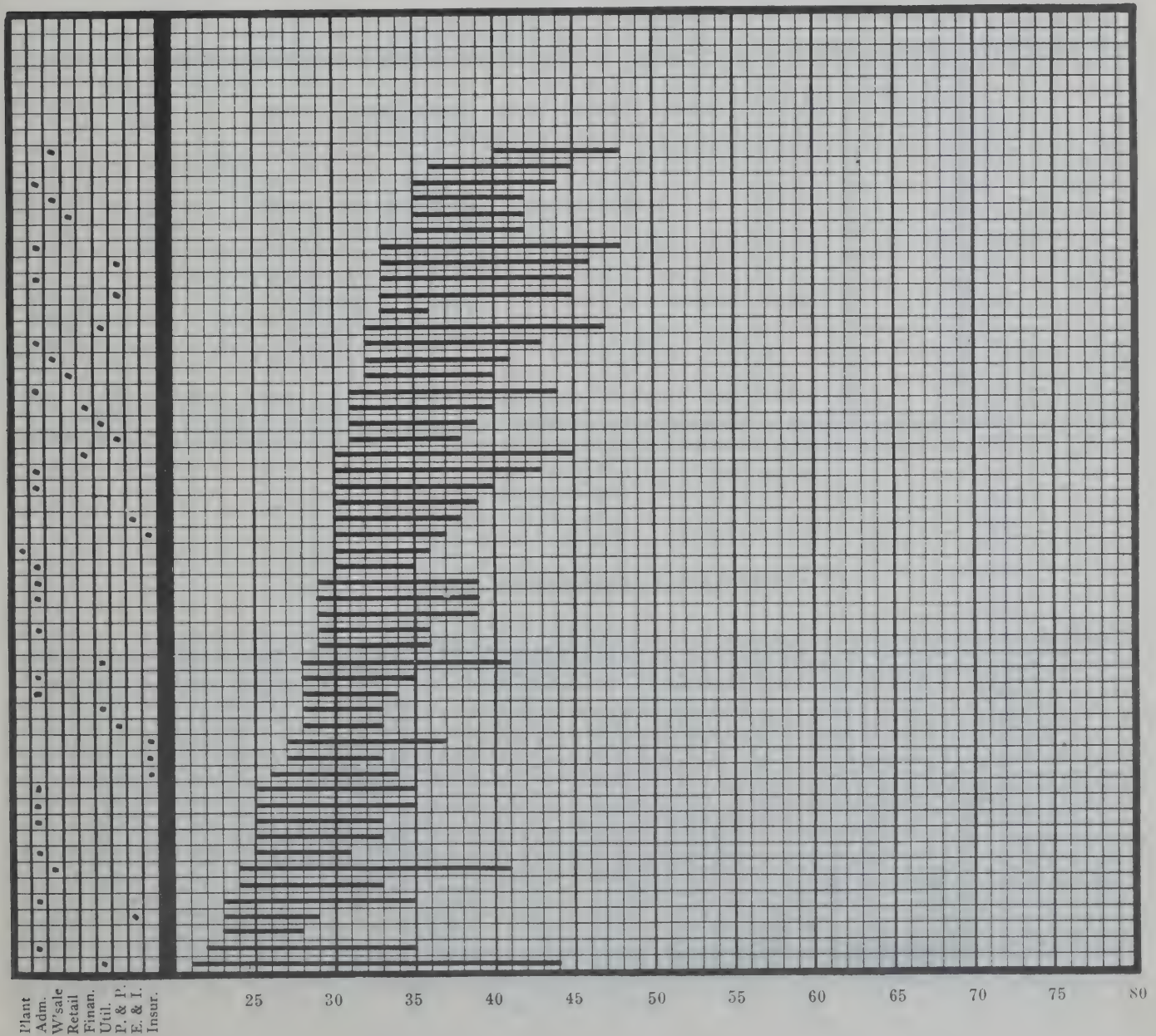
DUPLICATING MACHINE OPERATOR, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$38		Maximum
			Intermediate Rates
Average Minimum	\$29		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$ 9		Spread
No. Firms Reporting	52		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

DUPLICATING MACHINE OPERATOR, SR.

Operates stencil or hectograph type of duplicating machine (Mimeograph, Ditto, Speed-o-print, etc.). Must have good knowledge of operation, adjustment and care of machine and accessories and be able to make minor repairs and adjustments.

Our Job Title _____

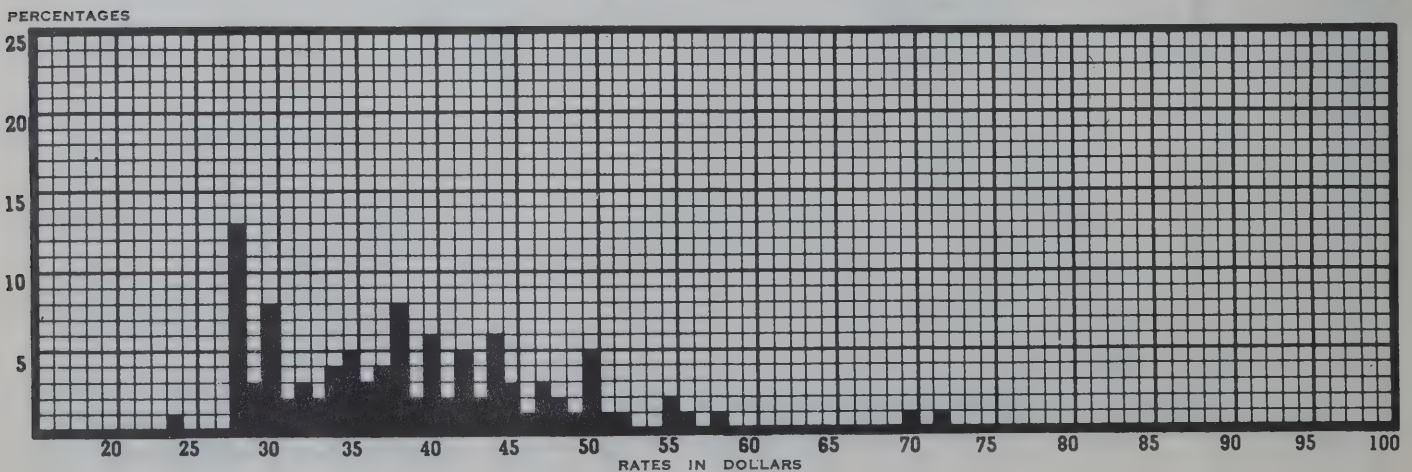
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 38	—	\$ 42	—	\$ 41	\$ 38	\$ 40	—	\$ 30	31
Wtd. Average		\$ 38	—	\$ 44	\$ 41	\$ 45	\$ 39	\$ 40	—	\$ 35	\$ 35
Middle 50%	High	\$ 44	—	\$ 50	—	\$ 45	\$ 42	\$ 50	—	—	\$ 43
	Low	\$ 30	—	\$ 38	—	\$ 36	\$ 35	\$ 37	—	—	\$ 30
No. Firms		59	—	18	4	6	4	4	1	2	4
No. Employees		132	—	29	4	10	7	18	2	5	8

PERCENTAGE DISTRIBUTION OF RATES

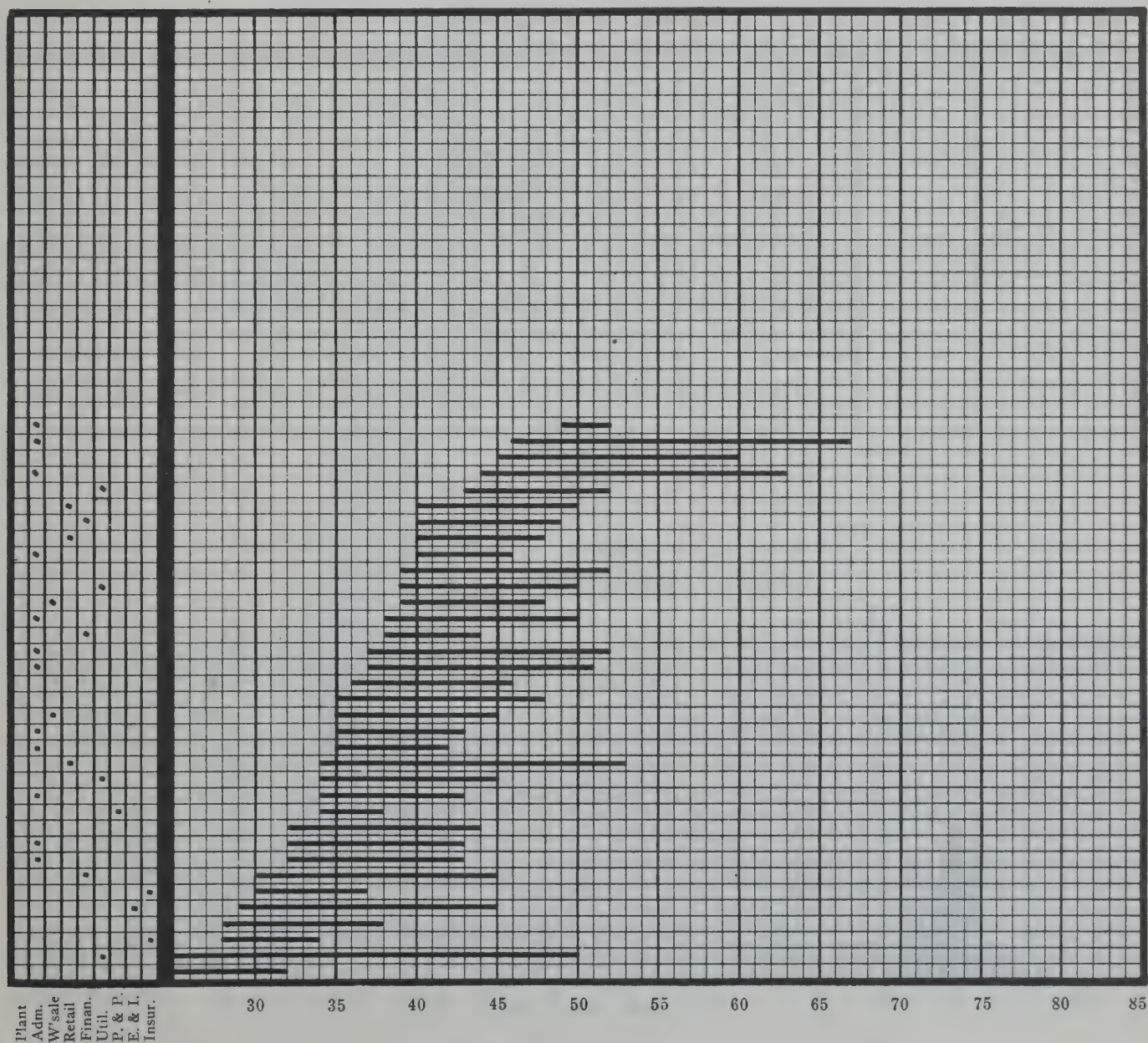
DUPLICATING MACHINE OPERATOR, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$47		Maximum
			Intermediate Rates
Average Minimum	\$36		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	35		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

FILE CLERK, JR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

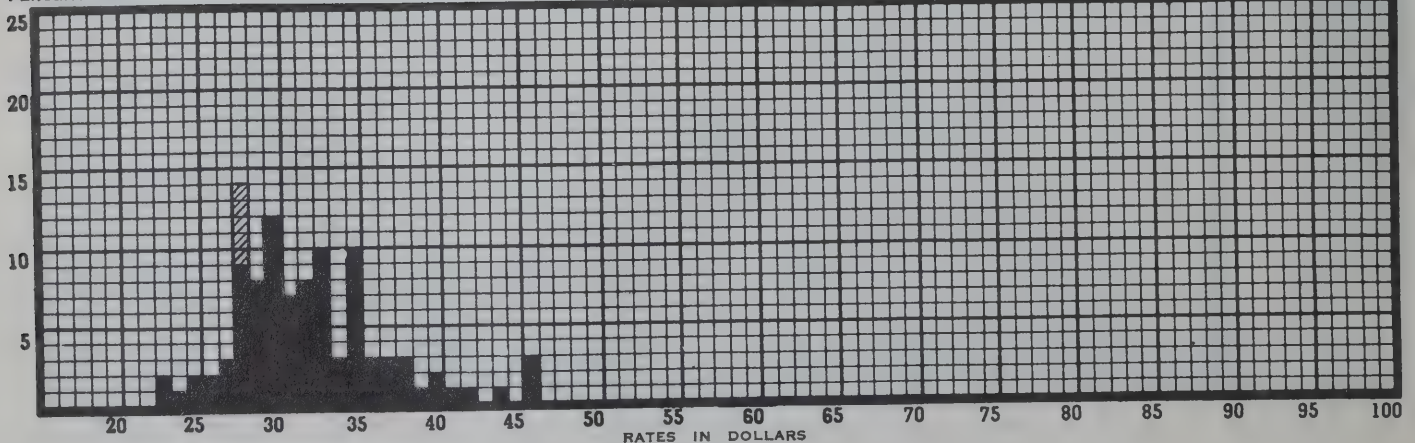
General routine filing, under supervision, including sorting, arranging, inserting material in files according to prescribed system. Simple classifying and indexing. Locates, pulls, changes, and removes material from files as requested. May be attached to central files department.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 30	—	—	\$ 30	—	—	—	—
Median		\$ 31	\$ 34	\$ 32	\$ 31	\$ 33	\$ 32	\$ 35	\$ 34	\$ 33	\$ 28
Wtd. Average		\$ 32	\$ 33	\$ 34	\$ 32	\$ 33	\$ 34	\$ 37	\$ 36	\$ 33	\$ 28
Middle 50% High Low		\$ 35	\$ 35	\$ 35	\$ 35	\$ 34	\$ 37	\$ 43	\$ 35	\$ 35	\$ 29
		\$ 29	\$ 30	\$ 30	\$ 30	\$ 32	\$ 30	\$ 33	\$ 31	\$ 31	\$ 28
No. Firms		206	13	77	16	11	22	8	7	8	13
No. Employees		1702	35	455	53	132	178	206	43	25	414

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



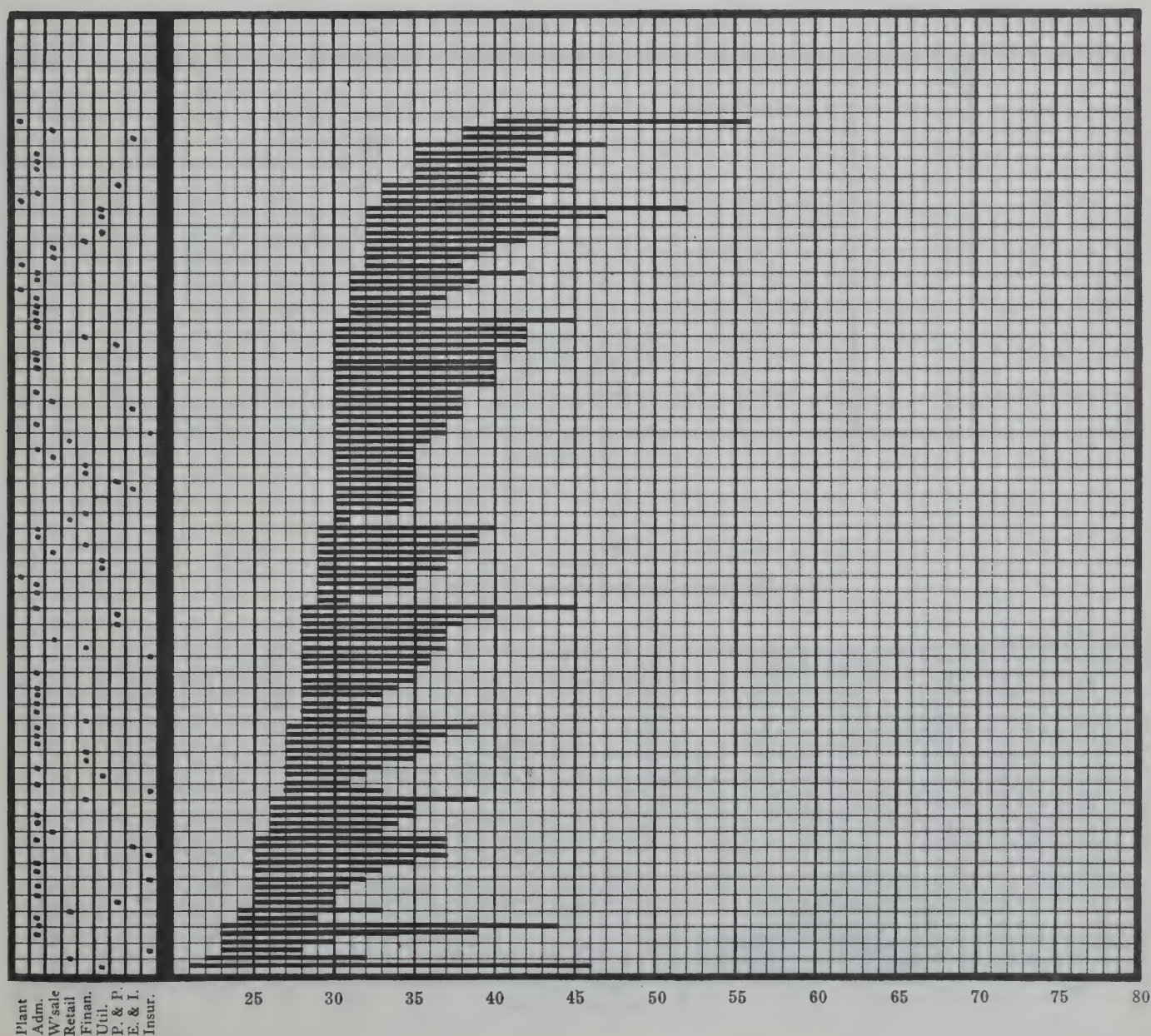
FILE CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$38		Maximum
			Intermediate Rates
Average Minimum	\$29		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$9		Spread
No. Firms Reporting	107		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

FILE CLERK, SR.

Under general supervision, files, pulls and marks material for filing by JUNIORS. Involves some responsibility for planning, rearranging, and classifying. May supervise JUNIORS.

Our Job Title _____

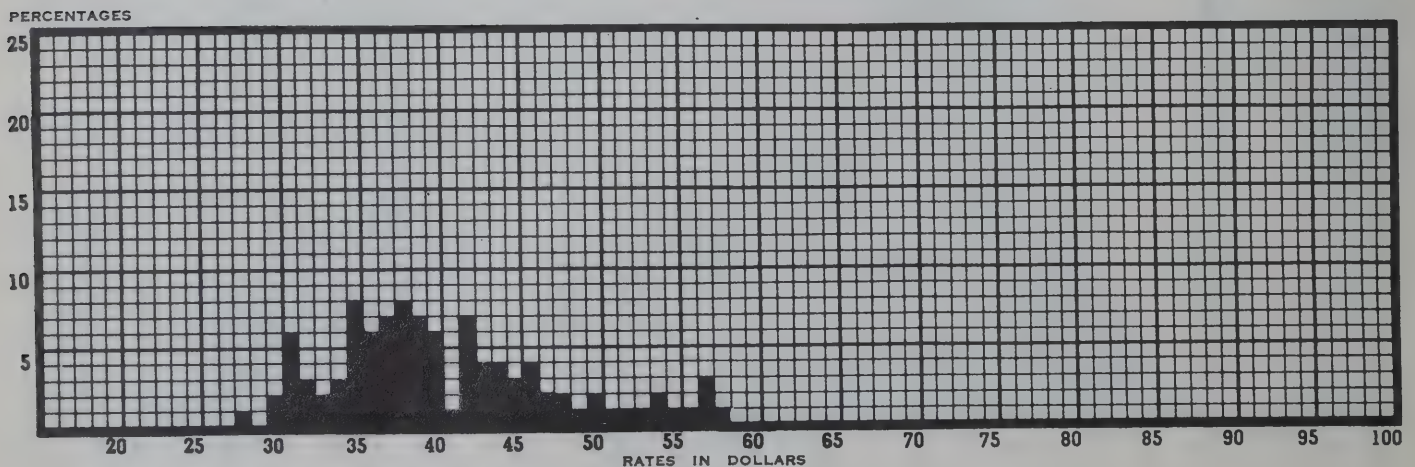
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 39	\$ 42	\$ 40	\$ 37	\$ 39	\$ 39	\$ 53	\$ 38	\$ 39	\$ 35
Wtd. Average		\$ 41	\$ 41	\$ 42	\$ 41	\$ 39	\$ 38	\$ 52	\$ 38	\$ 39	\$ 36
Middle 50% High Low		\$ 45	\$ 44	\$ 45	\$ 48	\$ 43	\$ 42	\$ 57	\$ 43	\$ 41	\$ 38
		\$ 36	\$ 38	\$ 37	\$ 36	\$ 35	\$ 35	\$ 48	\$ 35	\$ 33	\$ 32
No. Firms		172	6	68	14	6	22	8	7	8	12
No. Employees		811	10	351	19	15	115	80	25	16	74

PERCENTAGE DISTRIBUTION OF RATES

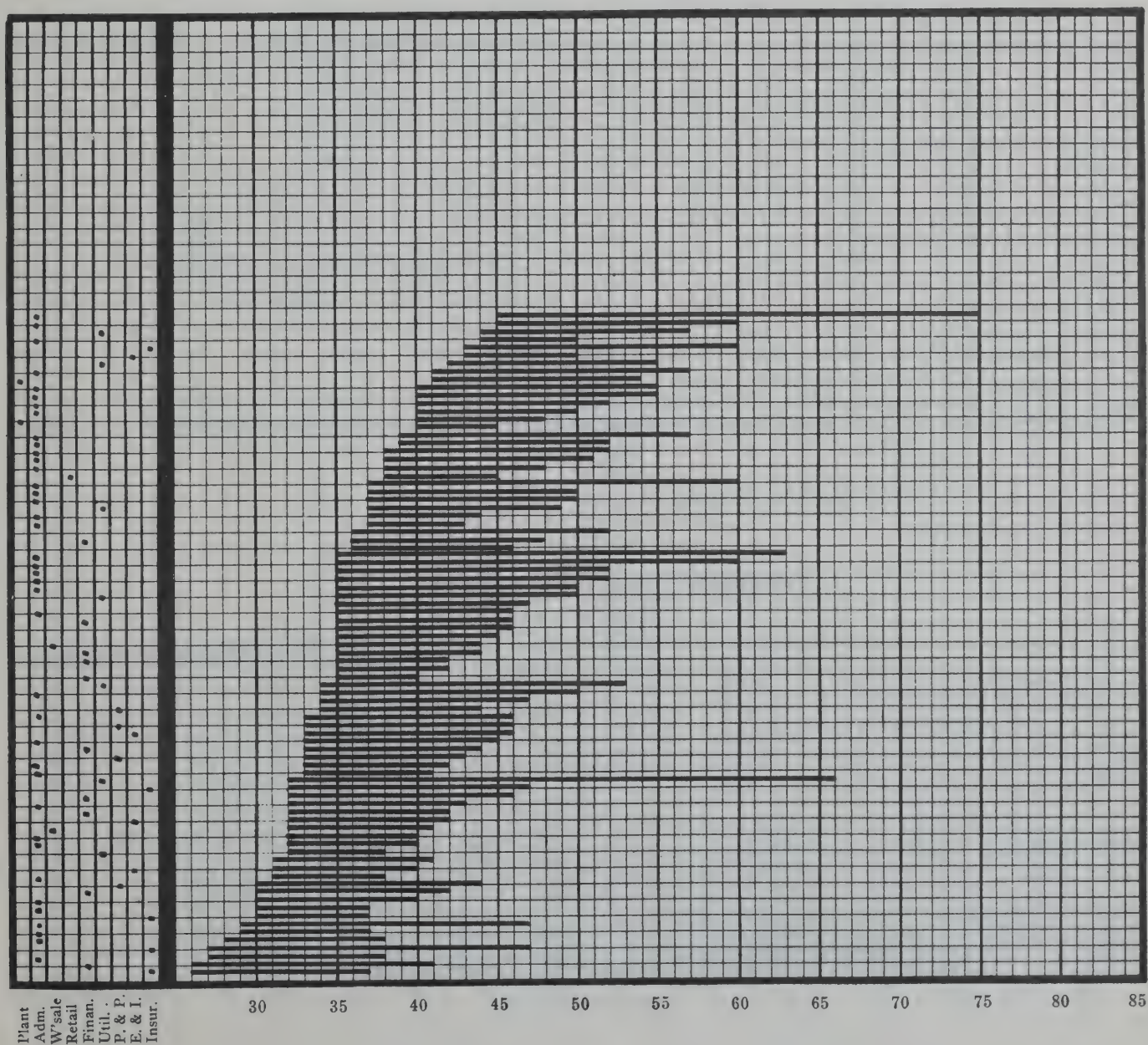
FILE CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$47		Maximum
			Intermediate Rates
Average Minimum	\$35		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	83		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

INVENTORY CLERK

(No stock handling or assembling of orders)

Keeps records showing quantity of stock in warehouse or stockroom; keeps perpetual inventory, takes physical inventory periodically, or checks inventory records prepared by other workers, covering goods in warehouse, on store shelves, or on factory floor. Notifies BUYER or PURCHASING AGENT of quantities on hand. Quotas, if used, established by superiors. Checks invoices for goods received and records withdrawals from stock.

Our Job Title _____

Labor Grade _____ Points _____

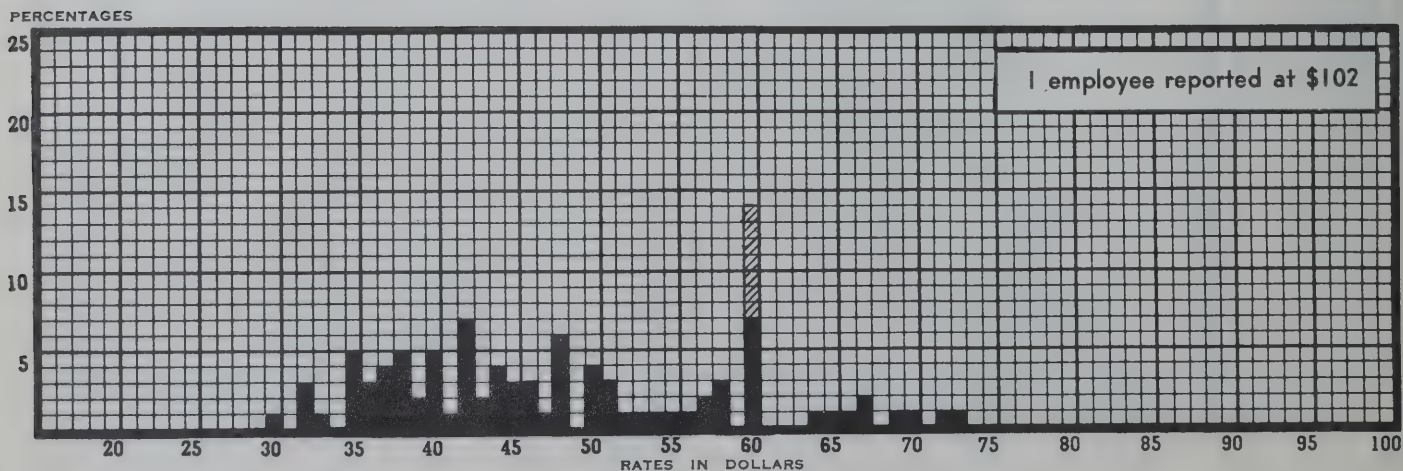
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 42	—	—	—	—	—	—	—
Median		\$ 47	\$ 44	\$ 42	\$ 48	\$ 40	\$ 48	\$ 60	—	—	—
Wtd. Average		\$ 49	\$ 43	\$ 44	\$ 49	\$ 43	\$ 48	\$ 65	\$ 38	—	—
Middle 50% High Low	High	\$ 60	\$ 46	\$ 48	\$ 51	\$ 48	\$ 51	\$ 69	\$ 38	—	—
	Low	\$ 40	\$ 40	\$ 38	\$ 40	\$ 35	\$ 38	\$ 60	\$ 33	—	—
No. Firms		83	14	29	14	3	6	3	1	1	3
No. Employees		284	28	87	30	28	14	43	6	2	3

PERCENTAGE DISTRIBUTION OF RATES



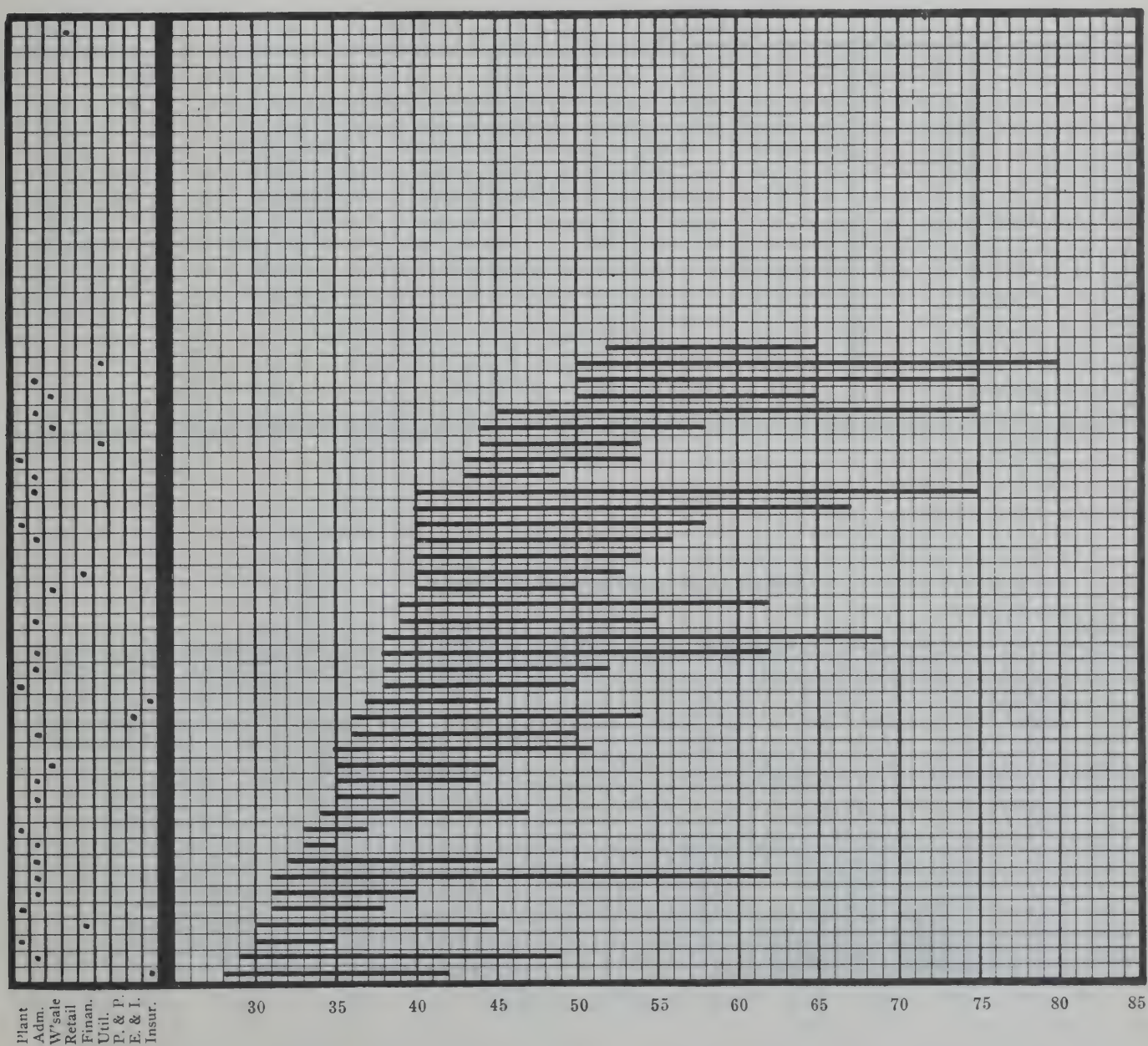
INVENTORY CLERK

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$53		Maximum
			Intermediate Rates
Average Minimum	\$38		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$15		Spread
No. Firms Reporting	41		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

KEY PUNCH OPERATOR, JR.

Under close supervision, punches cards from standardized forms. Straight, non-interpretative transcription. Minimum experience—key-punch school or equivalent.

Our Job Title _____

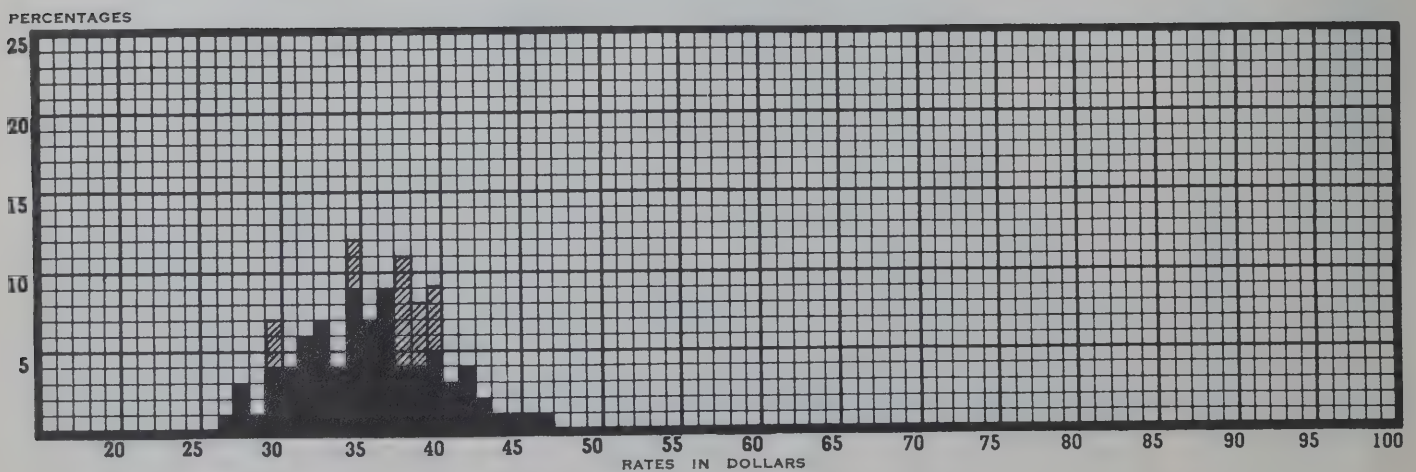
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 37	—	—	—	—	—	—	—
Median		\$ 36	\$ 35	\$ 37	\$ 35	\$ 36	\$ 38	\$ 35	—	—	\$ 31
Wtd. Average		\$ 36	\$ 35	\$ 37	\$ 35	\$ 36	\$ 38	\$ 34	—	—	\$ 31
Middle 50%	High	\$ 39	—	\$ 40	\$ 35	\$ 38	\$ 40	\$ 37	—	—	\$ 33
	Low	\$ 33	—	\$ 34	\$ 34	\$ 34	\$ 35	\$ 33	—	—	\$ 30
No. Firms		58	3	18	3	8	8	2	2	—	6
No. Employees		549	5	75	8	81	215	16	3	—	84

PERCENTAGE DISTRIBUTION OF RATES

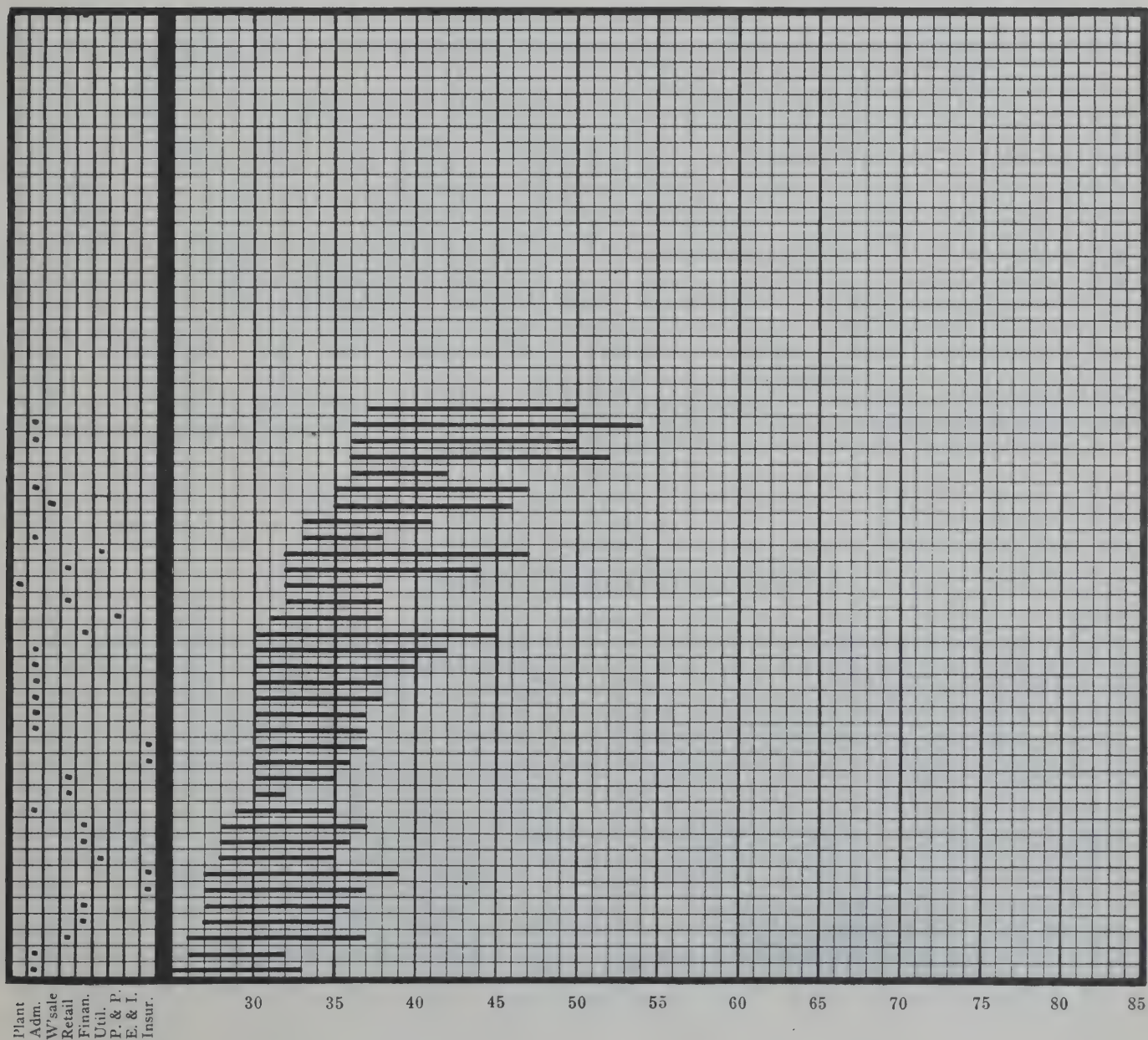
KEY PUNCH OPERATOR, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$40		Maximum
			Intermediate Rates
Average Minimum	\$31		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$ 9		Spread
No. Firms Reporting	36		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

KEY PUNCH OPERATOR, SR.

Our Job Title _____

Labor Grade _____ Points _____

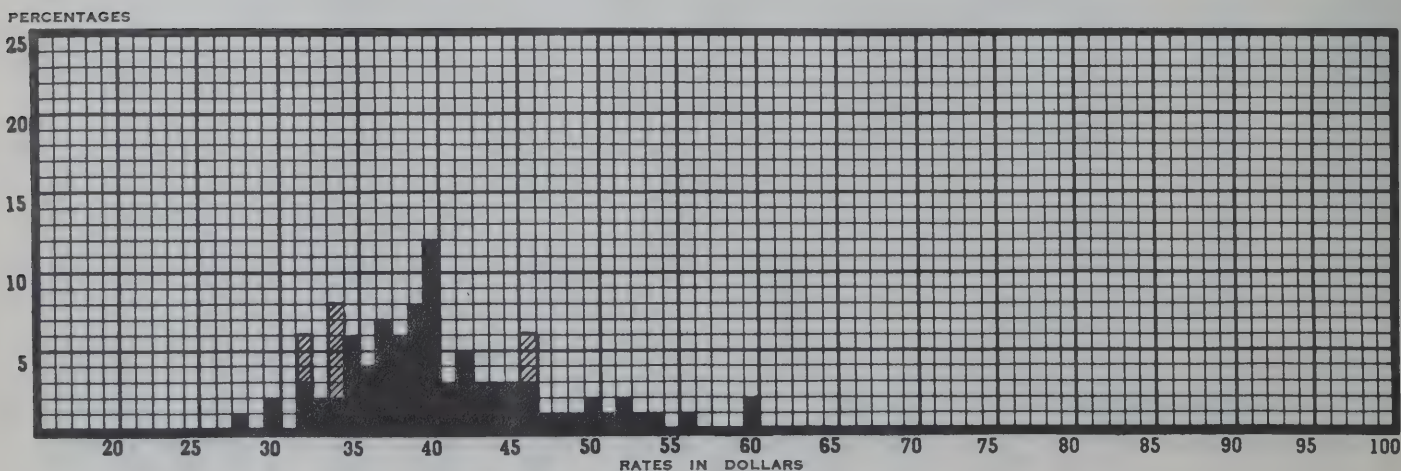
Grade Points From _____ To _____

Notes _____

Under general supervision, punches variety of information from standard precoded forms on several types of card forms. Variations in data require constant attention of operator and special handling. Minimum experience: one year as operator.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 40	—	—	—	—	—	—	—
Median		\$ 39	\$ 45	\$ 42	\$ 40	\$ 37	\$ 40	\$ 36	\$ 44	—	\$ 38
Wtd. Average		\$ 40	\$ 49	\$ 44	\$ 39	\$ 38	\$ 41	\$ 39	\$ 51	—	\$ 37
Middle 50%	High	\$ 44	\$ 60	\$ 48	\$ 40	\$ 39	\$ 43	\$ 46	\$ 60	—	\$ 39
	Low	\$ 35	\$ 41	\$ 39	\$ 38	\$ 35	\$ 39	\$ 34	\$ 40	—	\$ 34
No. Firms		69	2	27	3	9	9	2	2	1	9
No. Employees		461	16	111	23	59	40	98	6	1	85

PERCENTAGE DISTRIBUTION OF RATES

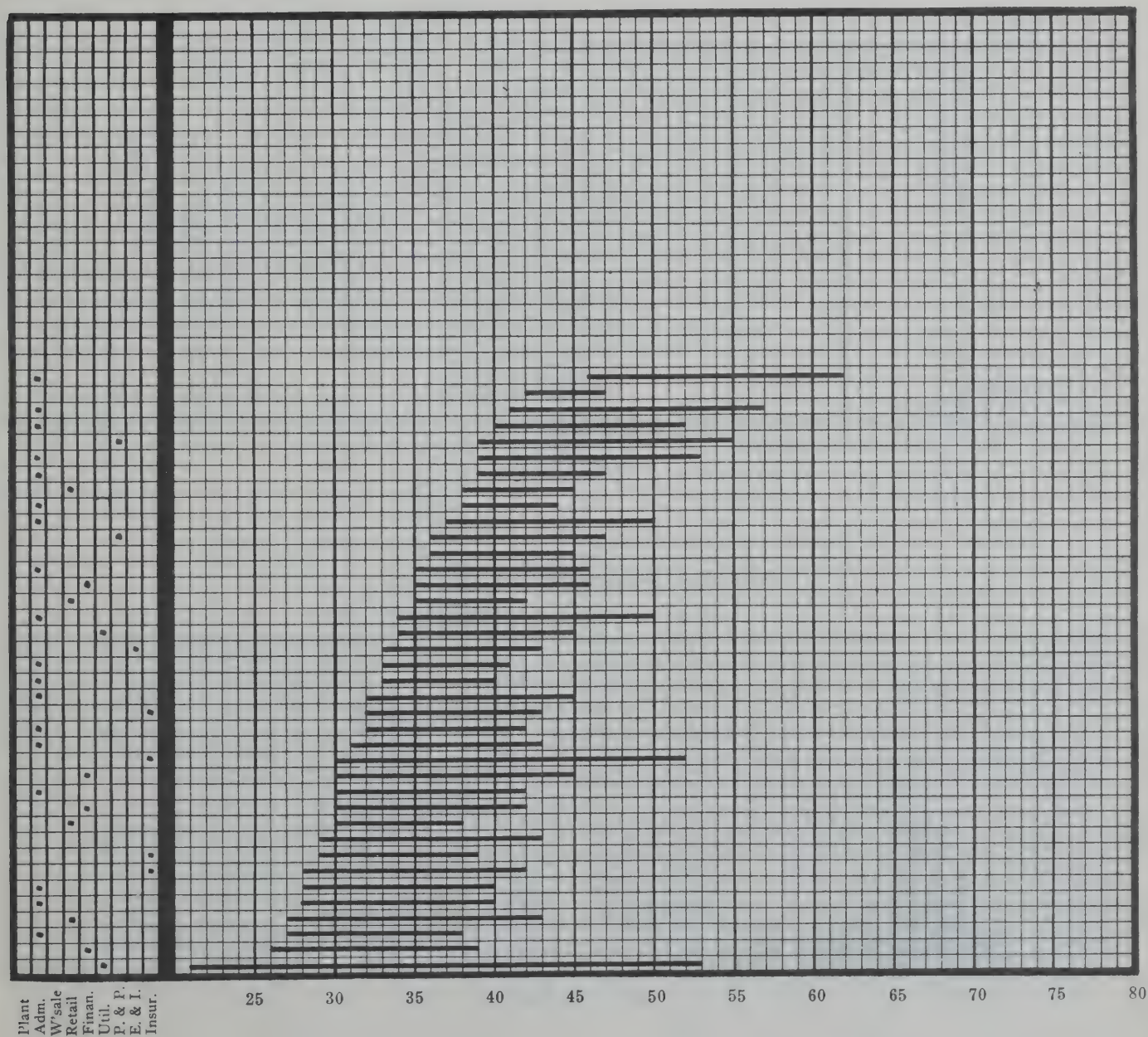
KEY PUNCH OPERATOR, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$45		Maximum
			Intermediate Rates
Average Minimum	\$33		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	38		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

MAIL CLERK

Opens and sorts incoming mail and inter-office papers for distribution. Collects and prepares outgoing letters, packages, etc., for mailing—determining postage requirements and affixing stamps. May operate machines: letter-opening, sealing, and stamping. Keeps reports on postage. May perform related clerical functions such as counting and filing, under direct supervision.

Our Job Title _____

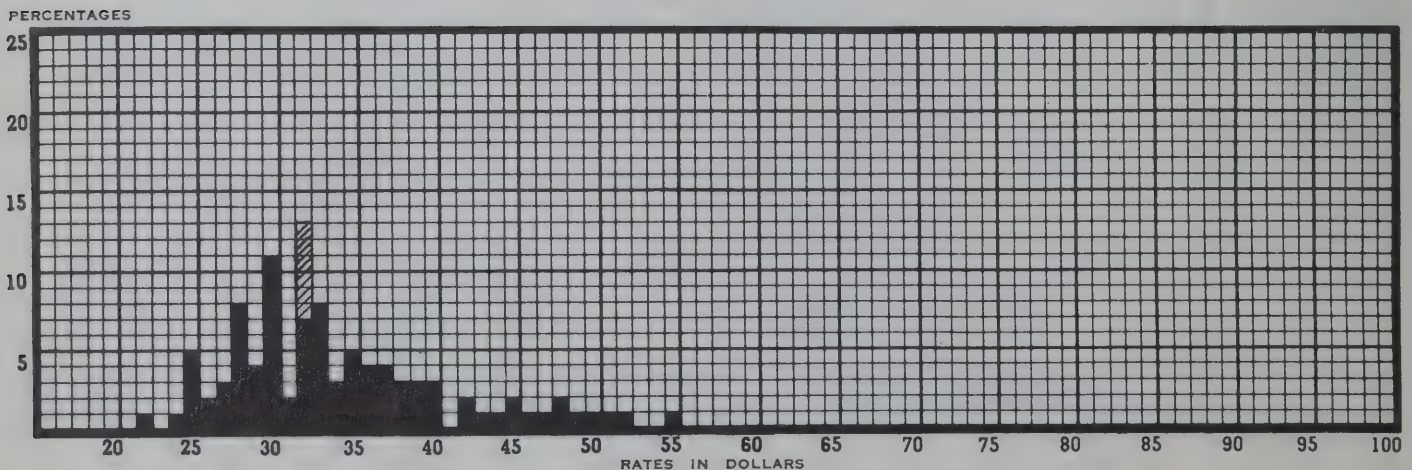
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 32	\$ 34	\$ 32	\$ 32	\$ 30	\$ 38	\$ 32	\$ 37	\$ 37	\$ 30
Wtd. Average		\$ 34	\$ 35	\$ 34	\$ 34	\$ 31	\$ 39	\$ 33	\$ 40	\$ 39	\$ 32
Middle 50%	High	\$ 37	\$ 38	\$ 37	\$ 36	\$ 33	\$ 42	\$ 33	\$ 48	\$ 45	\$ 35
	Low	\$ 29	\$ 30	\$ 28	\$ 30	\$ 29	\$ 33	\$ 32	\$ 32	\$ 33	\$ 28
No. Firms		207	12	72	18	15	21	8	11	9	10
No. Employees		995	21	315	48	121	136	126	55	12	39

PERCENTAGE DISTRIBUTION OF RATES

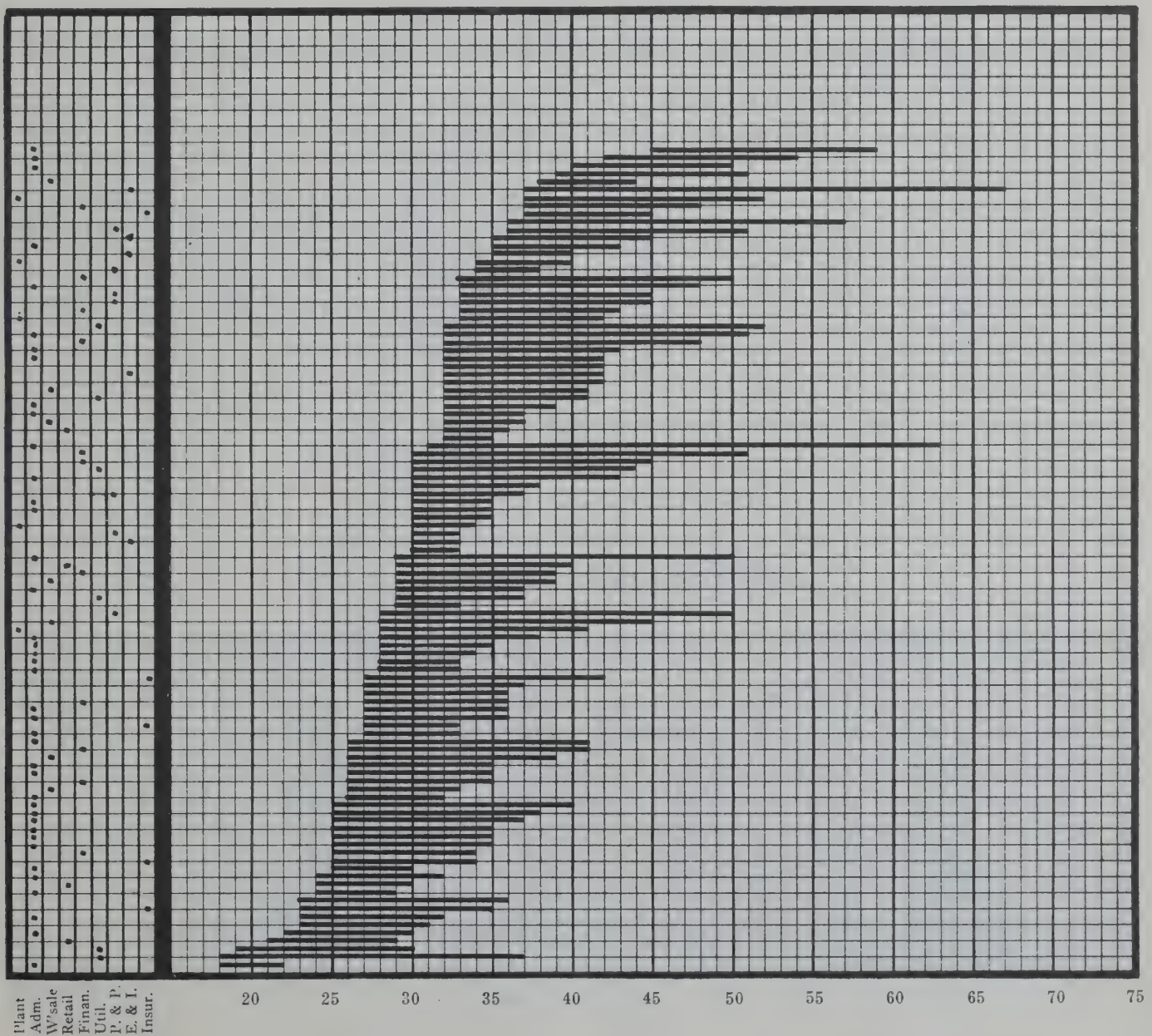
MAIL CLERK

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$40		Maximum
			Intermediate Rates
Average Minimum	\$29		Minimum
Modal Minimum	\$32		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	104		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

MESSENGER — OFFICE BOY OR GIRL

(No handling of money, jewelry or securities)

Performs, under supervision and according to instruction, simple, routine and miscellaneous office duties, requiring little or no training. Distributes, collects and posts mail. Runs errands. Has knowledge of various key people and where located. Performs minor clerical duties.

Our Job Title _____

Labor Grade _____ Points _____

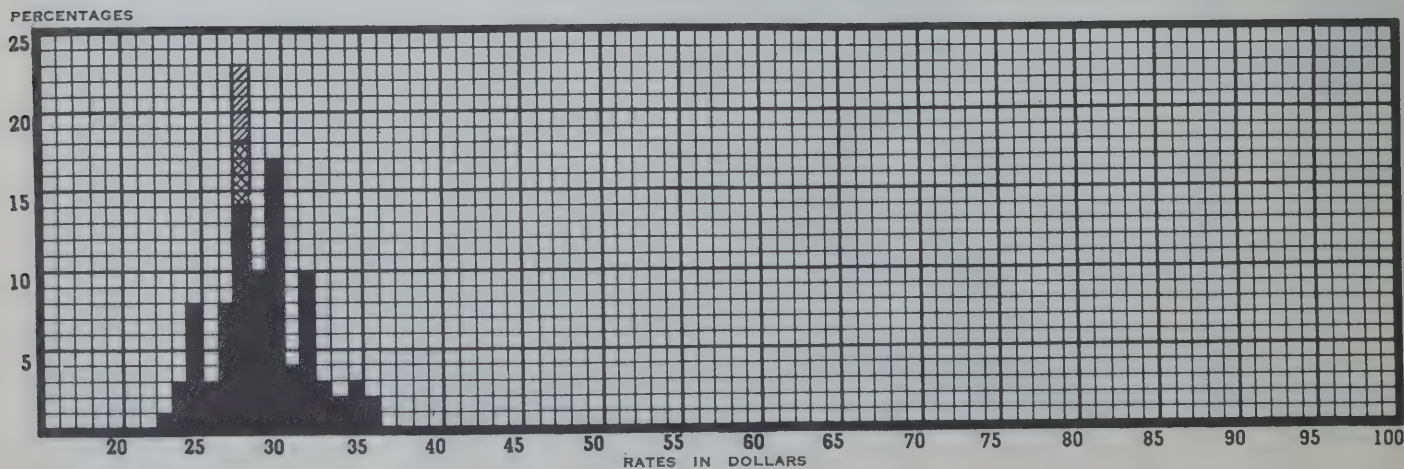
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 32	—	—	—	—	—	—	—
Median		\$ 29	\$ 27	\$ 29	\$ 30	\$ 30	\$ 28	\$ 30	\$ 30	\$ 28	\$ 28
Wtd. Average		\$ 30	\$ 27	\$ 29	\$ 31	\$ 34	\$ 29	\$ 30	\$ 30	\$ 29	\$ 28
Middle 50%	High	\$ 31	\$ 30	\$ 32	\$ 34	\$ 33	\$ 30	\$ 32	\$ 35	\$ 32	\$ 29
	Low	\$ 28	\$ 24	\$ 27	\$ 27	\$ 28	\$ 28	\$ 29	\$ 27	\$ 25	\$ 28
No. Firms		217	14	76	21	8	24	9	9	14	12
No. Employees		2063	51	706	50	38	324	305	137	50	258

PERCENTAGE DISTRIBUTION OF RATES



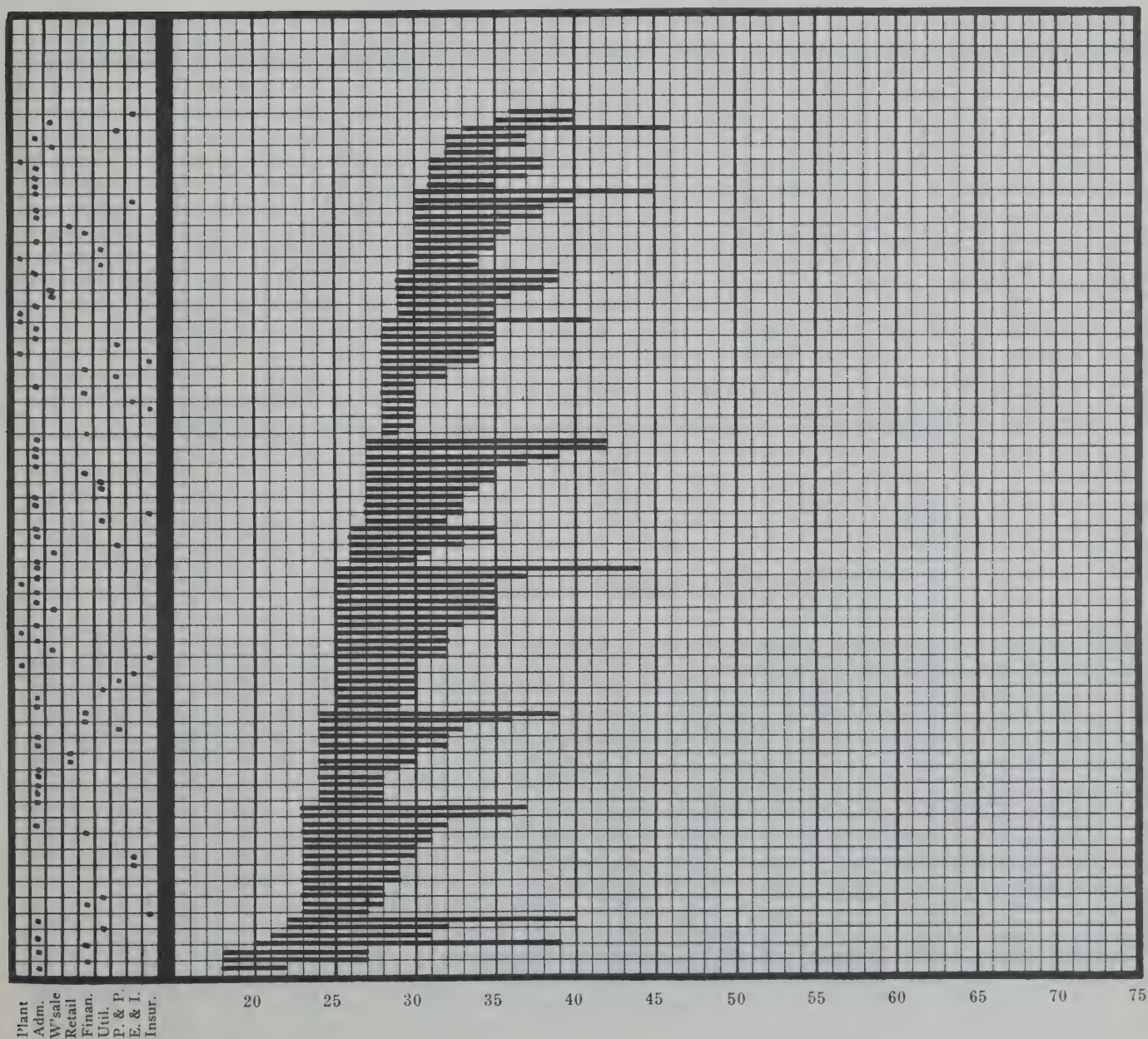
MESSENGER — OFFICE BOY OR GIRL

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$34		Maximum
			Intermediate Rates
Average Minimum	\$26		Minimum
Modal Minimum	\$25		Hiring Rate
Average Spread	\$8		Spread
No. Firms Reporting	108		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



NURSE, INDUSTRIAL

Renders professional service such as first aid or emergency treatment to employees who become ill or sustain an accident within the plant. May assist physician, keep medical or accident records, prepare accident reports and such other duties as consistent with plant policies. Is a registered nurse.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

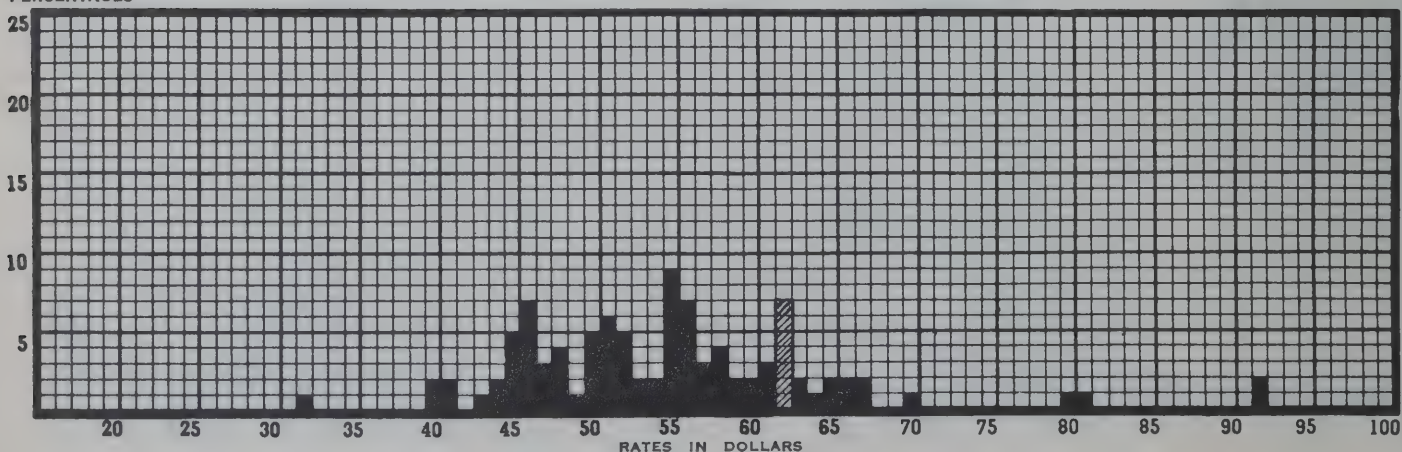
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 55	—	\$ 55	—	—	—	—	—	—	—
Median		\$ 55	\$ 51	\$ 55	—	\$ 46	\$ 51	\$ 57	—	—	\$ 48
Wtd. Average		\$ 55	\$ 51	\$ 58	—	\$ 49	\$ 52	\$ 55	—	—	\$ 55
Middle 50%	High	\$ 60	\$ 55	\$ 60	—	\$ 53	\$ 58	\$ 62	—	—	\$ 61
	Low	\$ 48	\$ 47	\$ 51	—	\$ 45	\$ 48	\$ 52	—	—	\$ 46
No. Firms		59	8	19	—	8	7	3	2	—	6
No. Employees		121	10	26	—	10	12	33	2	—	14

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



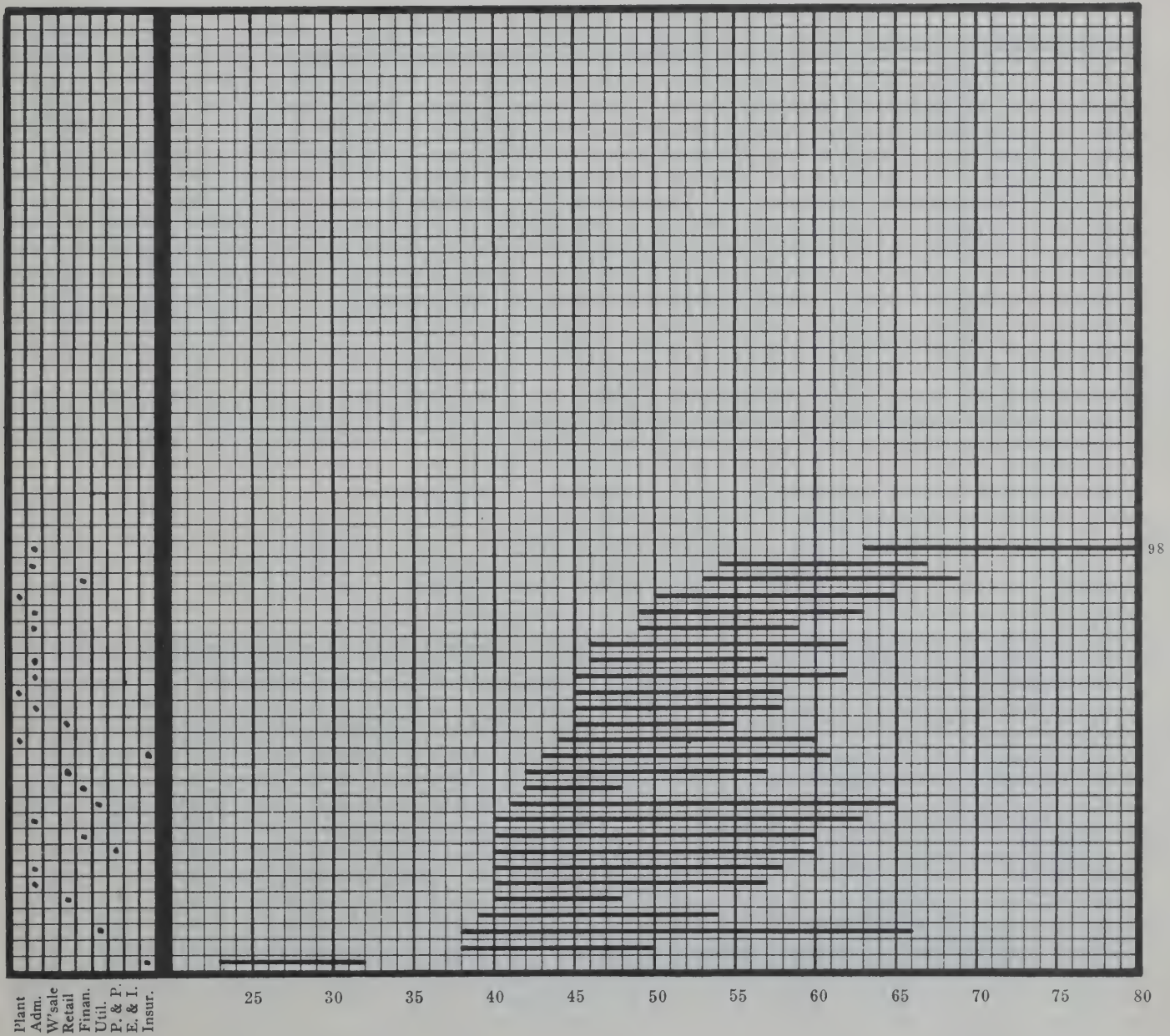
NURSE, INDUSTRIAL

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$60		Maximum
			Intermediate Rates
Average Minimum	\$44		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$16		Spread
No. Firms Reporting	27		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

ORDER TAKER**(No pricing for export)**

Receives orders for material or merchandise by mail, phone, or personally from customer or company employee; working from unit price list, gives or sends price quotations to customers (no discretion as to pricing; simple price extensions and discounts only); makes out standard order sheet listing items of the order; sends or distributes order sheets to respective departments for credit checking, acknowledgment, filling, etc.; checks price and quantity of each item listed on order sheet.

Our Job Title _____

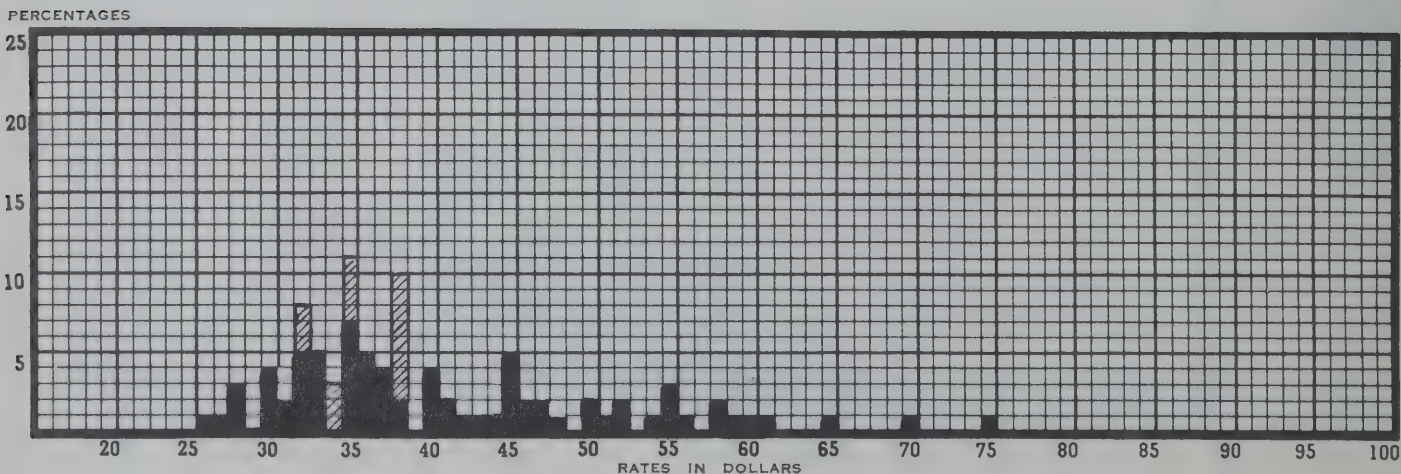
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 38	\$ 47	\$ 50	\$ 46	\$ 35	\$ 30	—	\$ 38	—	—
Wtd. Average		\$ 39	\$ 47	\$ 49	\$ 47	\$ 35	\$ 29	—	\$ 40	\$ 52	—
Middle 50%											
High		\$ 47	\$ 55	\$ 58	\$ 52	\$ 38	\$ 32	—	\$ 47	\$ 55	—
Low		\$ 34	\$ 35	\$ 40	\$ 42	\$ 32	\$ 28	—	\$ 35	\$ 46	—
No. Firms		79	13	34	12	7	1	1	5	3	—
No. Employees		425	27	135	27	187	12	1	21	4	—

PERCENTAGE DISTRIBUTION OF RATES

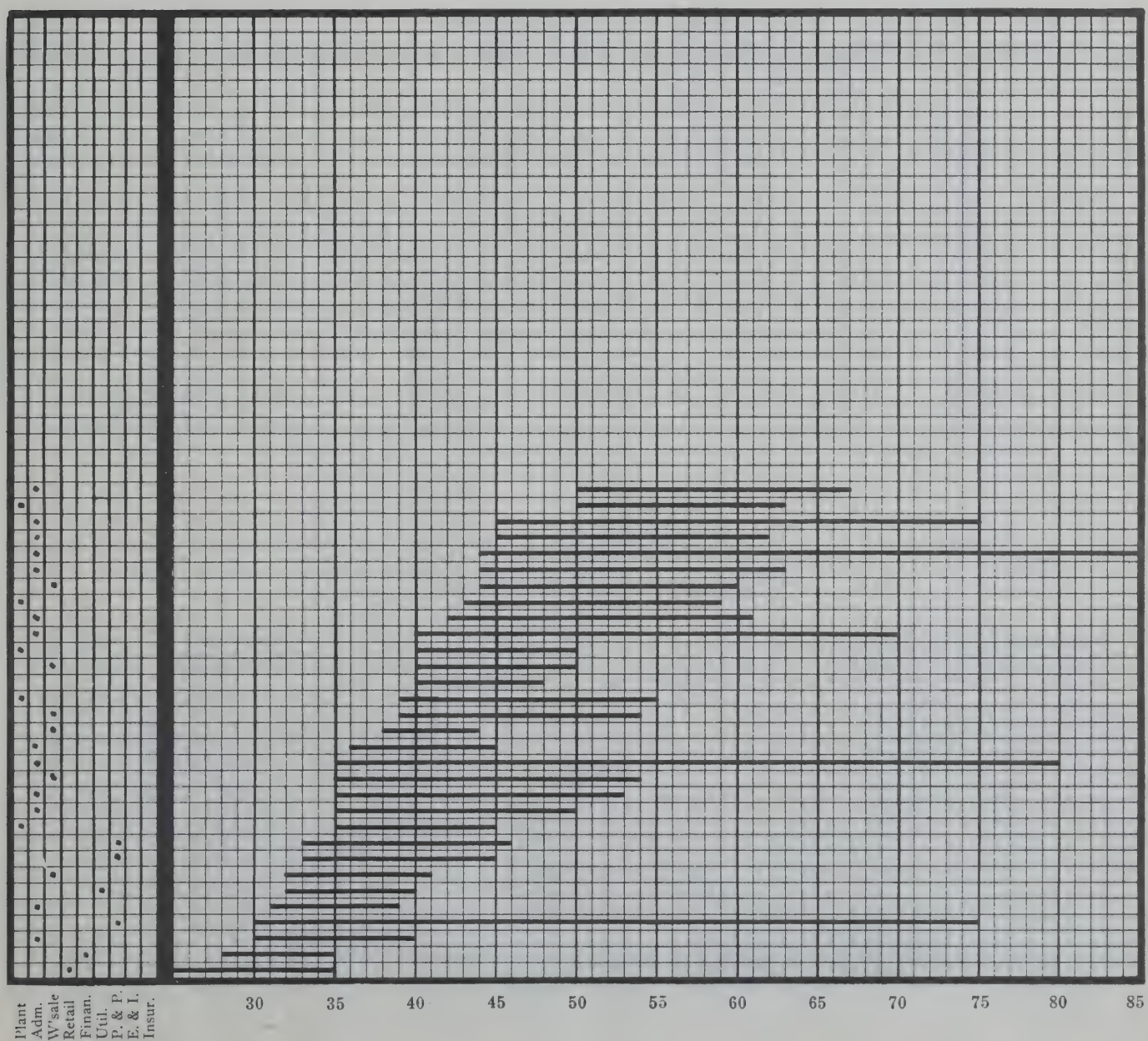
ORDER TAKER

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$55		Maximum
			Intermediate Rates
Average Minimum	\$38		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$17		Spread
No. Firms Reporting	31		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

PAYROLL CLERK, JR.

Performs various operations in connection with preparation of payrolls, such as posting from clock cards or time cards, summarizing credit tickets and computing earnings. Includes such clerical duties as preparing reports, keeping records, and filing. Works under close supervision using definitely prescribed methods. Requires less than six months' experience.

Our Job Title _____

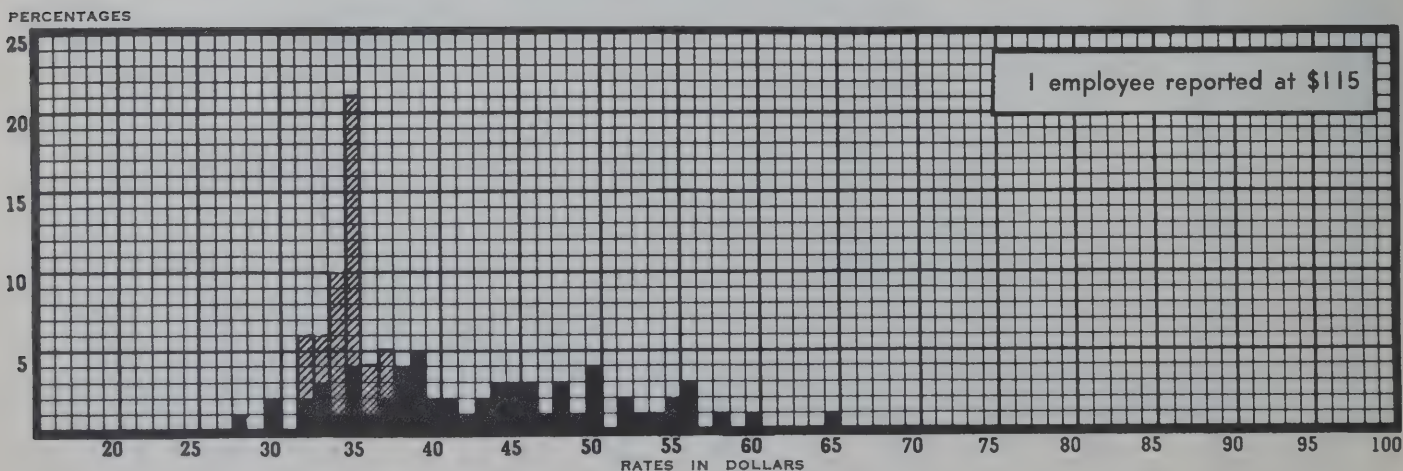
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 37	\$ 39	\$ 44	—	\$ 43	\$ 45	\$ 35	\$ 50	—	\$ 40
Wtd. Average		\$ 40	\$ 40	\$ 44	—	\$ 42	\$ 45	\$ 35	\$ 51	—	\$ 41
Middle 50%	High	\$ 45	\$ 46	\$ 49	—	\$ 48	\$ 50	\$ 35	\$ 60	—	\$ 43
	Low	\$ 35	\$ 30	\$ 36	—	\$ 38	\$ 38	\$ 34	\$ 40	—	\$ 38
No. Firms		103	11	35	3	12	9	6	5	2	6
No. Employees		543	39	108	3	47	26	235	13	3	16

PERCENTAGE DISTRIBUTION OF RATES

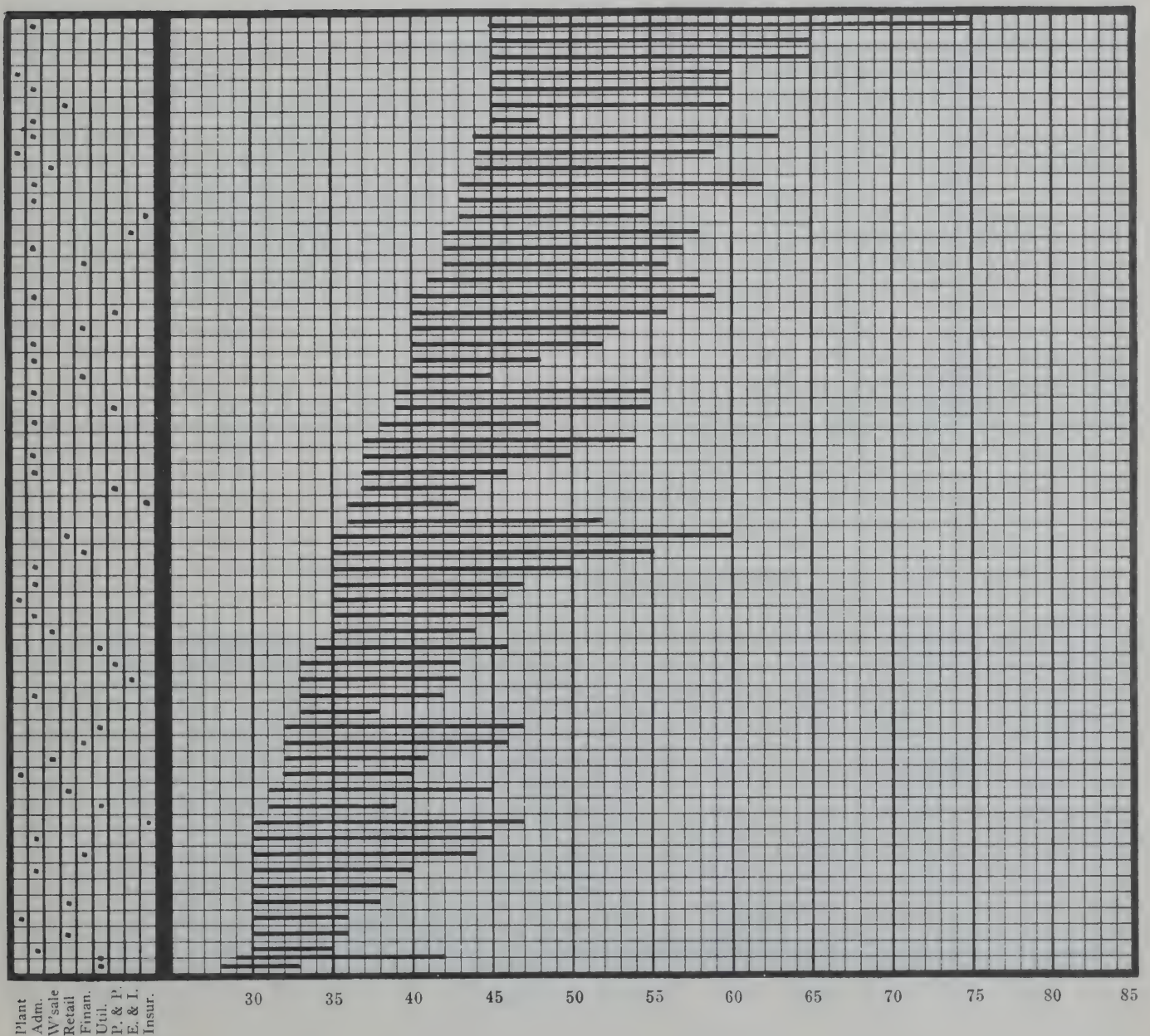
PAYROLL CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 49		Maximum
			Intermediate Rates
Average Minimum	\$ 37		Minimum
Modal Minimum	\$ 30		Hiring Rate
Average Spread	\$ 12		Spread
No. Firms Reporting	61		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

PAYROLL CLERK, SR.

Prepares payrolls, involving such conditions as non-standard shifts, irregular working hours, overtime and night shift differentials, piecework earnings, deductions, vacation pay, etc. Responsible for completing payrolls and investigating and adjusting reported irregularities in pay. May compile statistical reports. Includes coordinating and directing the efforts of COMPTOMETER OPERATORS and other CLERKS who assist in keeping records and reports. Spot-checks completed work for errors in computation and methods. Checks to see that schedules are maintained. Works under general supervision. Requires one to two years' experience with payroll work.

Our Job Title _____

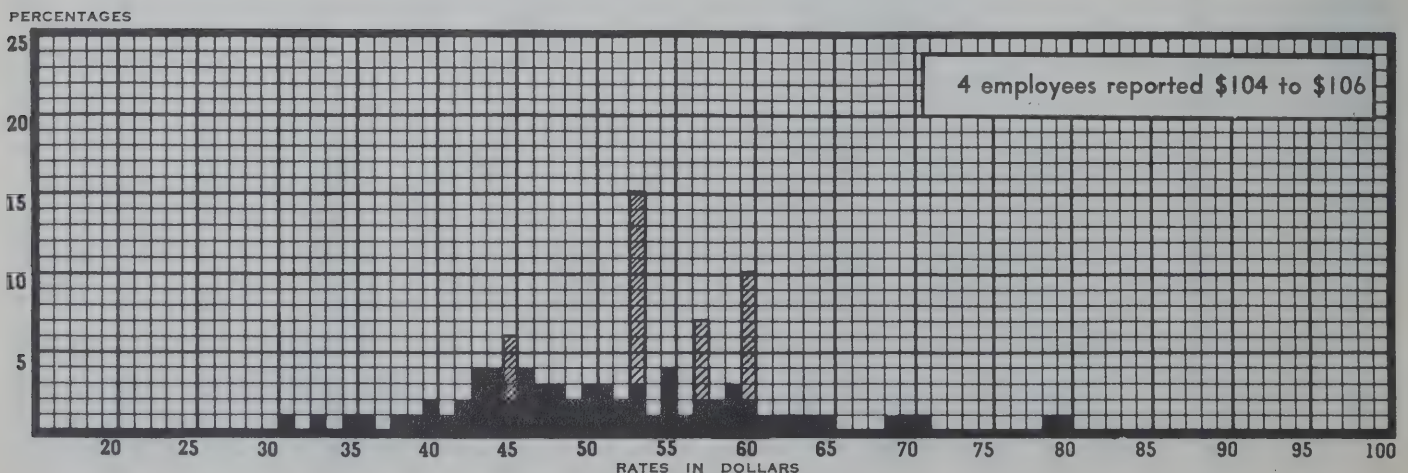
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 50	—	—	—	—	—	—	—
Median		\$ 53	\$ 44	\$ 50	\$ 58	\$ 50	\$ 59	\$ 53	\$ 60	—	\$ 57
Wtd. Average		\$ 53	\$ 47	\$ 52	\$ 59	\$ 49	\$ 59	\$ 52	\$ 61	\$ 60	\$ 55
Middle 50%	High	\$ 59	\$ 53	\$ 60	\$ 69	\$ 55	\$ 62	\$ 57	\$ 65	—	\$ 57
	Low	\$ 46	\$ 38	\$ 43	\$ 50	\$ 43	\$ 53	\$ 46	\$ 55	—	\$ 50
No. Firms		136	12	46	6	12	12	9	6	3	10
No. Employees		640	26	108	7	34	21	294	21	4	64

PERCENTAGE DISTRIBUTION OF RATES

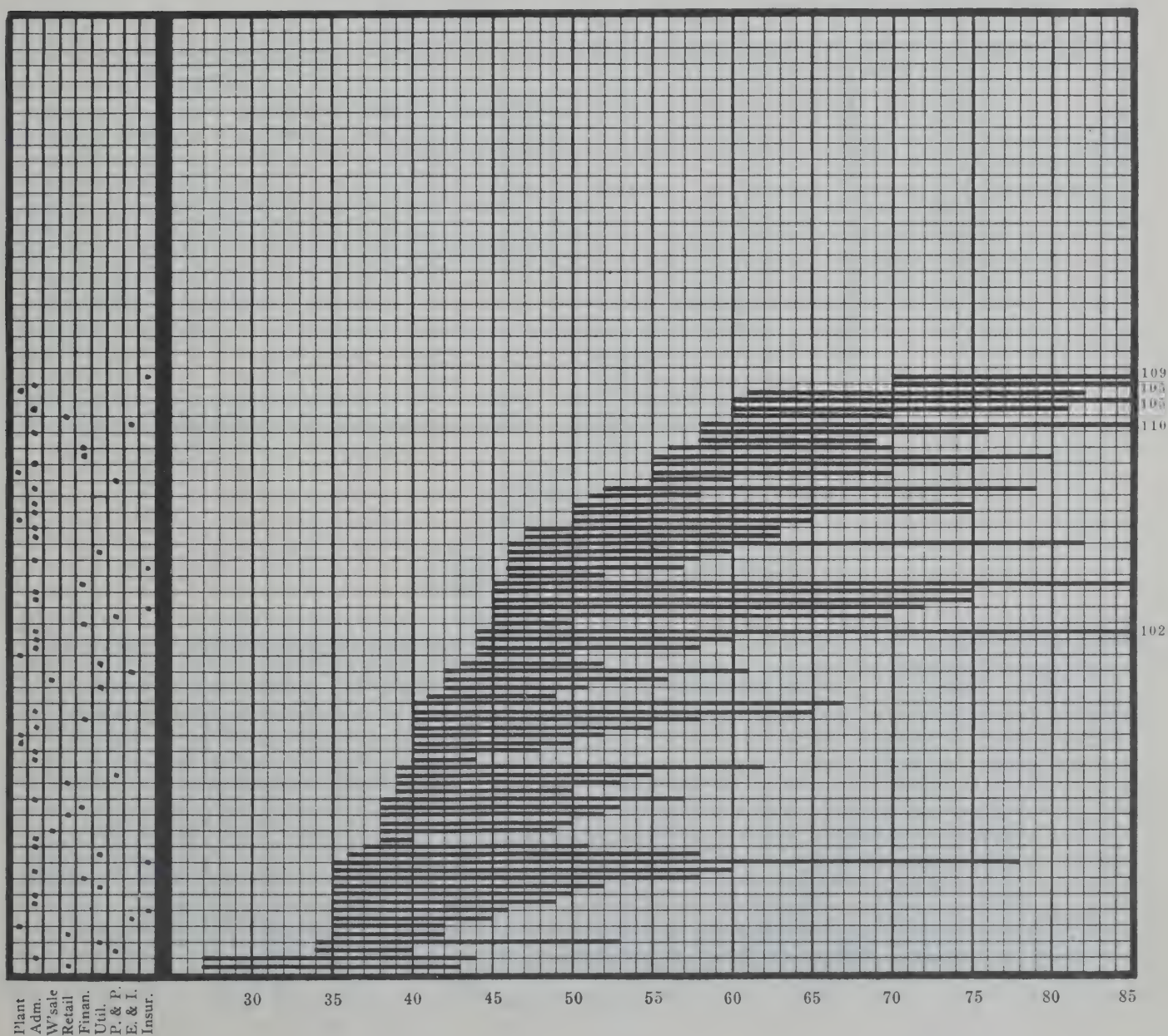
PAYROLL CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$63		Maximum
			Intermediate Rates
Average Minimum	\$44		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$19		Spread
No. Firms Reporting	75		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

PURCHASING CLERK

Under close supervision, examines invoices for accuracy in amount of goods received and charges made, certifying correct invoices for payment, or noting discrepancies and errors. Verifies invoices for number of items, unit cost, total cost, freight or express charges, and discounts allowed by comparing them with original requisition and order, vendor's mailed invoice, freight or express bill, and computation of discounts and credits allowable; sees that all conditions of purchase have been complied with and that bill is correct for payment; registers and posts invoices, maintains file of all purchase orders and invoices, and notifies vendor of non-receipt of invoices; may use calculating, bookkeeping machines and typewriter.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

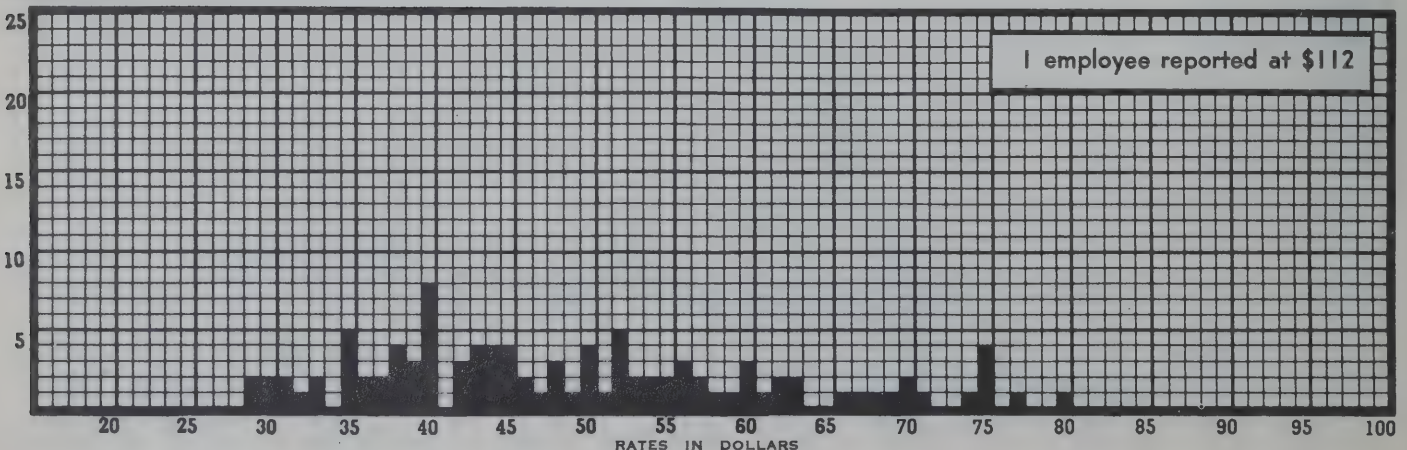
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 52	—	—	—	—	—	—	—
Median		\$ 48	\$ 50	\$ 54	\$ 52	—	\$ 43	\$ 42	\$ 48	\$ 54	\$ 39
Wtd. Average		\$ 51	\$ 52	\$ 55	\$ 54	—	\$ 48	\$ 42	\$ 55	\$ 59	\$ 43
Middle 50% High Low	High	\$ 60	\$ 66	\$ 63	\$ 67	—	\$ 57	\$ 44	\$ 51	\$ 75	\$ 45
	Low	\$ 40	\$ 38	\$ 46	\$ 45	—	\$ 35	\$ 41	\$ 48	\$ 40	\$ 37
No. Firms		112	11	40	11	2	10	4	5	5	8
No. Employees		257	24	97	15	2	19	9	5	8	26

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



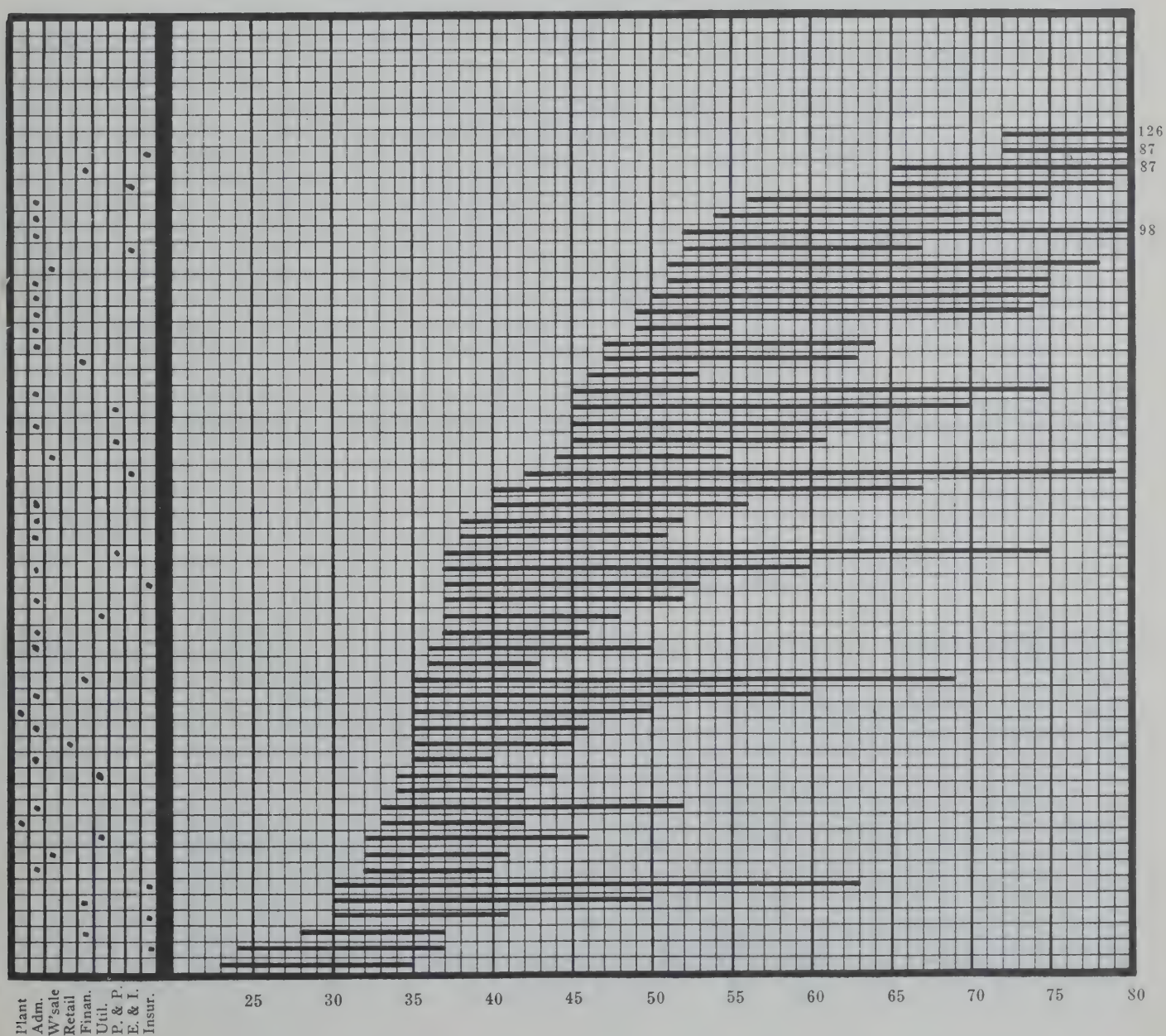
PURCHASING CLERK

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$59		Maximum
			Intermediate Rates
Average Minimum	\$41		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$18		Spread
No. Firms Reporting	54		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

RATE CLERK (TRAFFIC), JR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

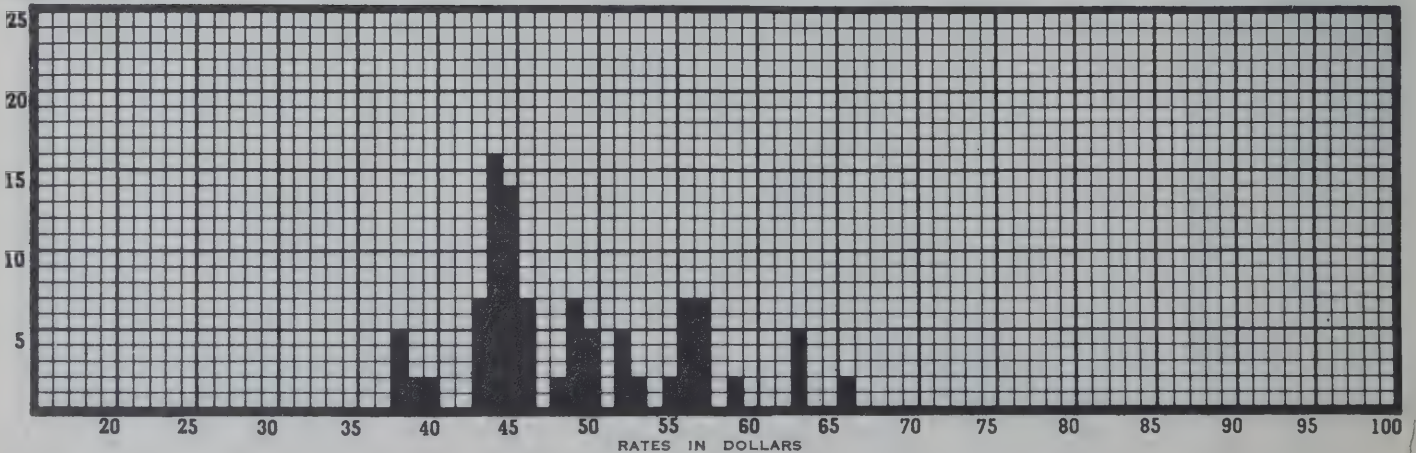
Under supervision of RATE CLERK, SENIOR, performs routine computation of rates where one tariff only is involved in a single shipment.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 46	—	\$ 45	—	\$ 48	—	—	—	—	—
Wtd. Average		\$ 49	—	\$ 48	—	\$ 50	—	—	—	—	—
Middle 50%	High	\$ 55	—	\$ 52	—	\$ 57	—	—	—	—	—
	Low	\$ 44	—	\$ 44	—	\$ 44	—	—	—	—	—
No. Firms		21	—	12	2	3	—	—	—	1	—
No. Employees		43	—	\$ 24	3	6	—	—	—	1	—

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



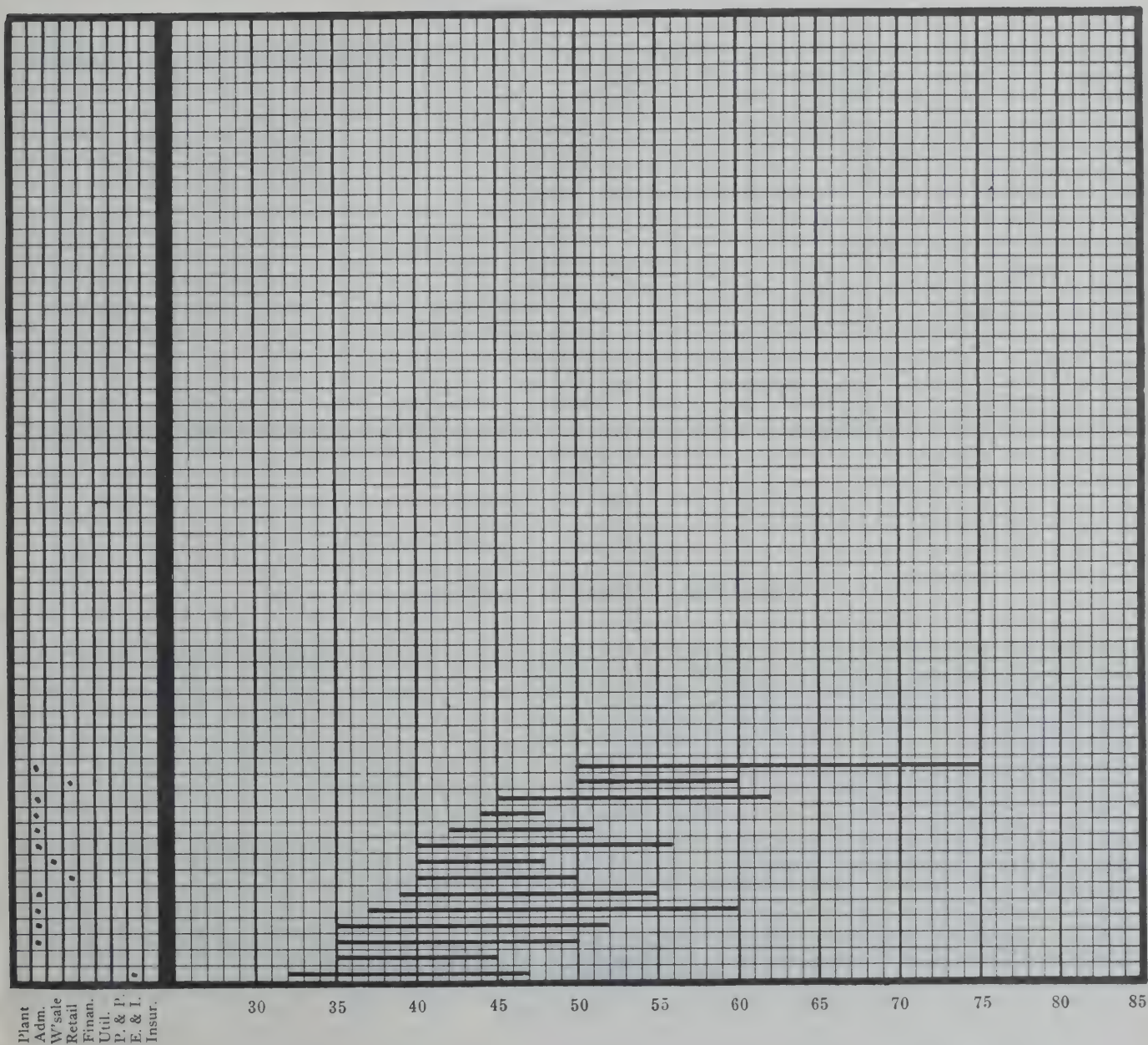
RATE CLERK (TRAFFIC), JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$54		Maximum
			Intermediate Rates
Average Minimum	\$40		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$14		Spread
No. Firms Reporting	14		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

RATE CLERK (TRAFFIC). SR.

Under general supervision of **TRAFFIC CLERK, SENIOR**, computes rates where a combination of tariffs are involved in a single shipment, and may involve such situations as shipments being processed en route or involving lighterage and other factors.

Our Job Title _____

Labor Grade _____ Points _____

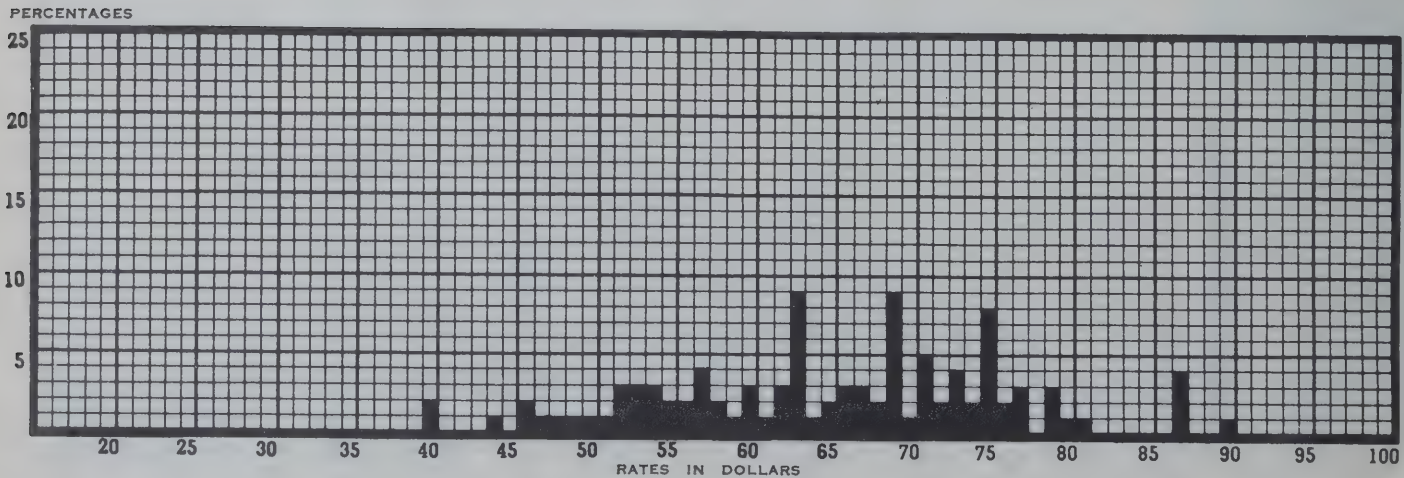
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 69	—	—	—	—	—	—	—
Median		\$ 66	—	\$ 66	—	—	—	—	—	—	—
Wtd. Average		\$ 65	—	\$ 65	—	—	—	—	—	—	—
Middle 50% High Low		\$ 73	—	\$ 73	—	—	—	—	—	—	—
		\$ 57	—	\$ 57	—	—	—	—	—	—	—
No. Firms		33	—	24	2	2	—	—	—	—	—
No. Employees		103	—	77	2	4	—	—	—	—	—

PERCENTAGE DISTRIBUTION OF RATES



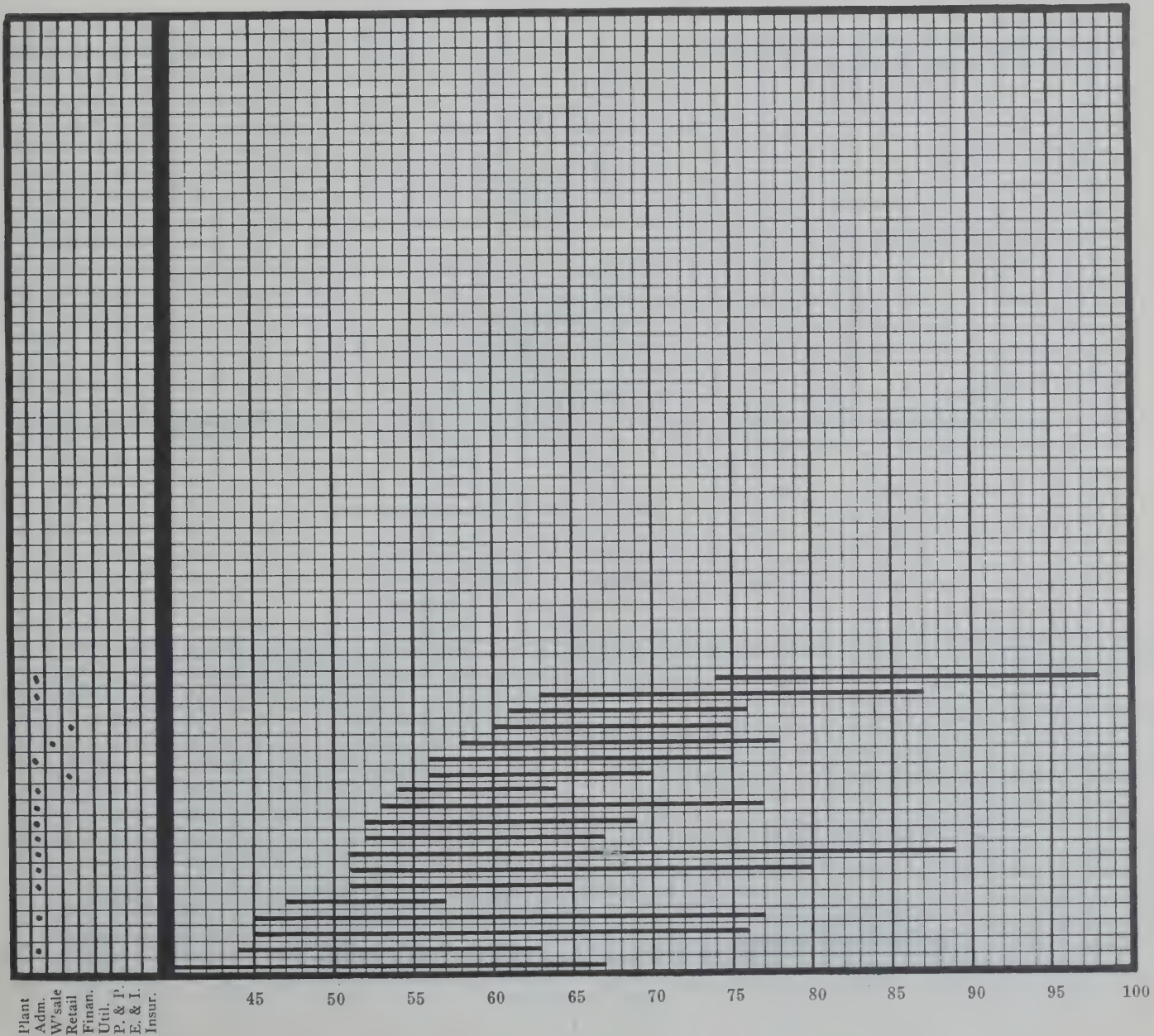
RATE CLERK (TRAFFIC), SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$74		Maximum
			Intermediate Rates
Average Minimum	\$53		Minimum
Modal Minimum	\$51		Hiring Rate
Average Spread	\$21		Spread
No. Firms Reporting	19		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

RECEPTIONIST

Greets and directs callers. Keeps records of incoming office calls. Must have sufficient knowledge of the firm's business and personnel to direct routine inquiries.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

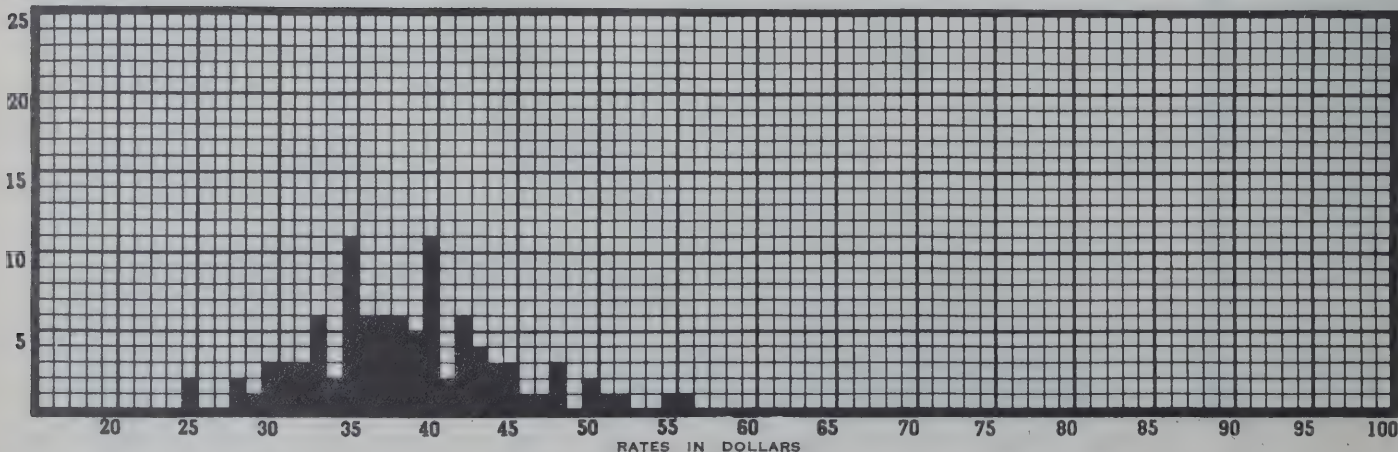
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 40	—	\$ 35	—	—	—	—	—
Median		\$ 38	\$ 39	\$ 38	\$ 40	\$ 35	\$ 39	\$ 41	\$ 38	—	\$ 33
Wtd. Average		\$ 39	\$ 39	\$ 39	\$ 39	\$ 35	\$ 42	\$ 42	\$ 38	—	\$ 35
Middle 50% High Low	High	\$ 42	\$ 42	\$ 43	\$ 45	\$ 36	\$ 44	\$ 48	\$ 48	—	\$ 40
	Low	\$ 35	\$ 35	\$ 35	\$ 33	\$ 30	\$ 36	\$ 35	\$ 29	—	\$ 30
No. Firms		165	9	68	10	10	20	6	7	2	8
No. Employees		435	13	195	14	32	64	33	18	3	18

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



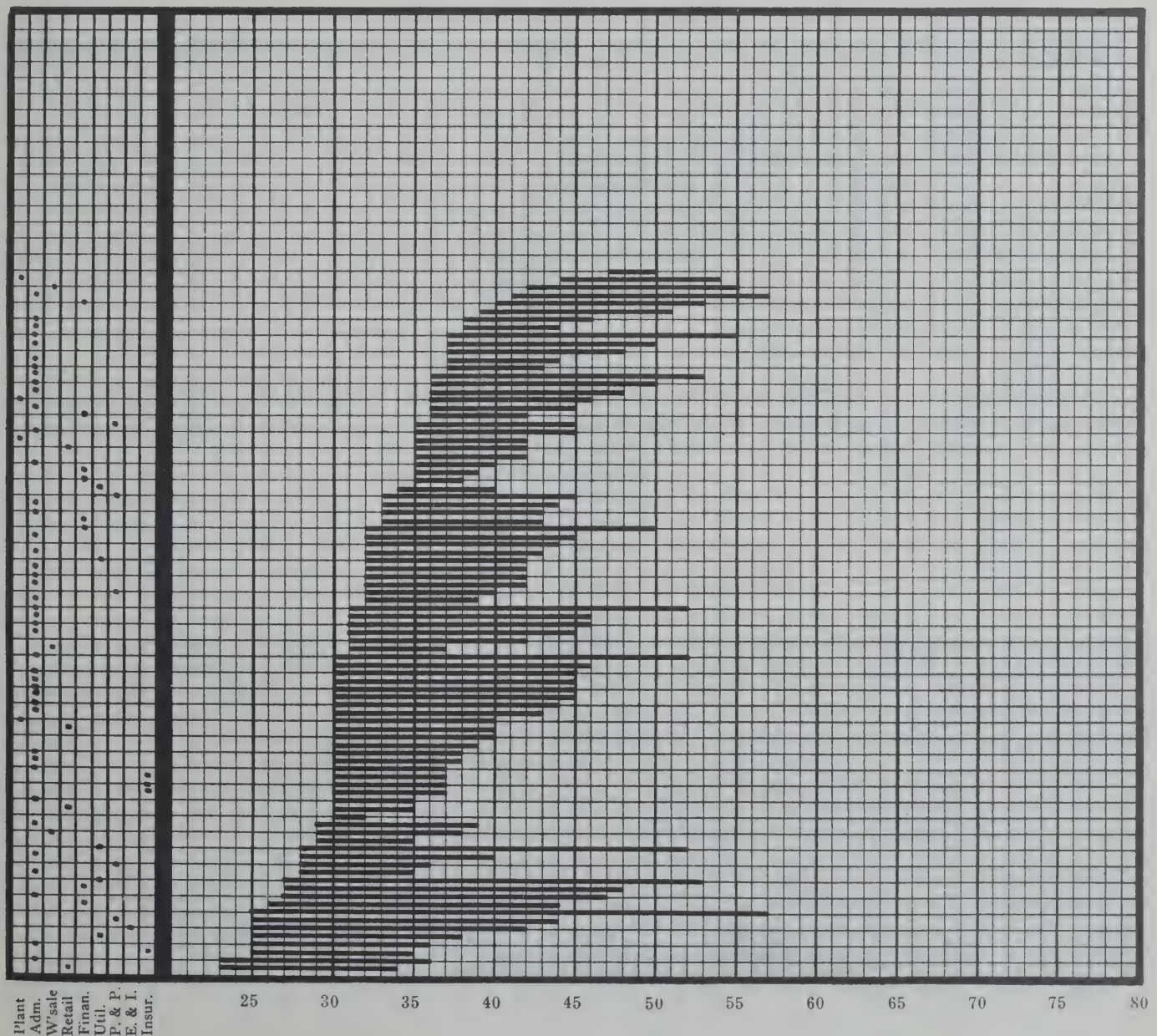
RECEPTIONIST

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$43		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	\$30		Hiring Rate
Average Spread	\$11		Spread
No. Firms Reporting	88		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

SECRETARY

In addition to functions performed by the SECRETARY-STENOGRAPHER, meets and interviews people, schedules appointments, handles correspondence not requiring dictated reply, and allocates mail to subordinates. In general, by use of considerable judgment and experience, relieves official of minor administrative details. Serves major department heads of large organization, or top executive of small organization.

Our Job Title _____

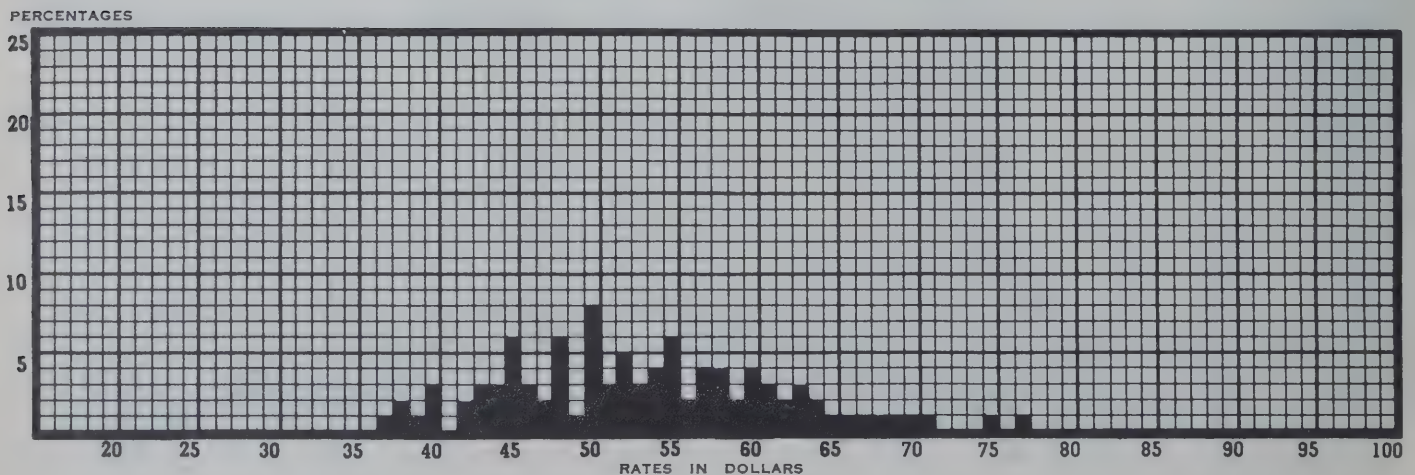
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 50	\$ 50	\$ 50	—	—	—	—	—	—	—
Median		\$ 53	\$ 50	\$ 55	\$ 50	\$ 44	\$ 53	\$ 63	\$ 50	\$ 50	\$ 57
Wtd. Average		\$ 54	\$ 51	\$ 56	\$ 50	\$ 46	\$ 55	\$ 63	\$ 55	\$ 52	\$ 56
Middle 50%	High	\$ 60	\$ 55	\$ 61	\$ 55	\$ 50	\$ 60	\$ 77	\$ 60	\$ 60	\$ 61
	Low	\$ 47	\$ 45	\$ 50	\$ 44	\$ 40	\$ 48	\$ 51	\$ 45	\$ 44	\$ 52
No. Firms		228	14	88	14	15	24	4	9	7	12
No. Employees		2699	85	1203	94	163	367	134	75	36	195

PERCENTAGE DISTRIBUTION OF RATES

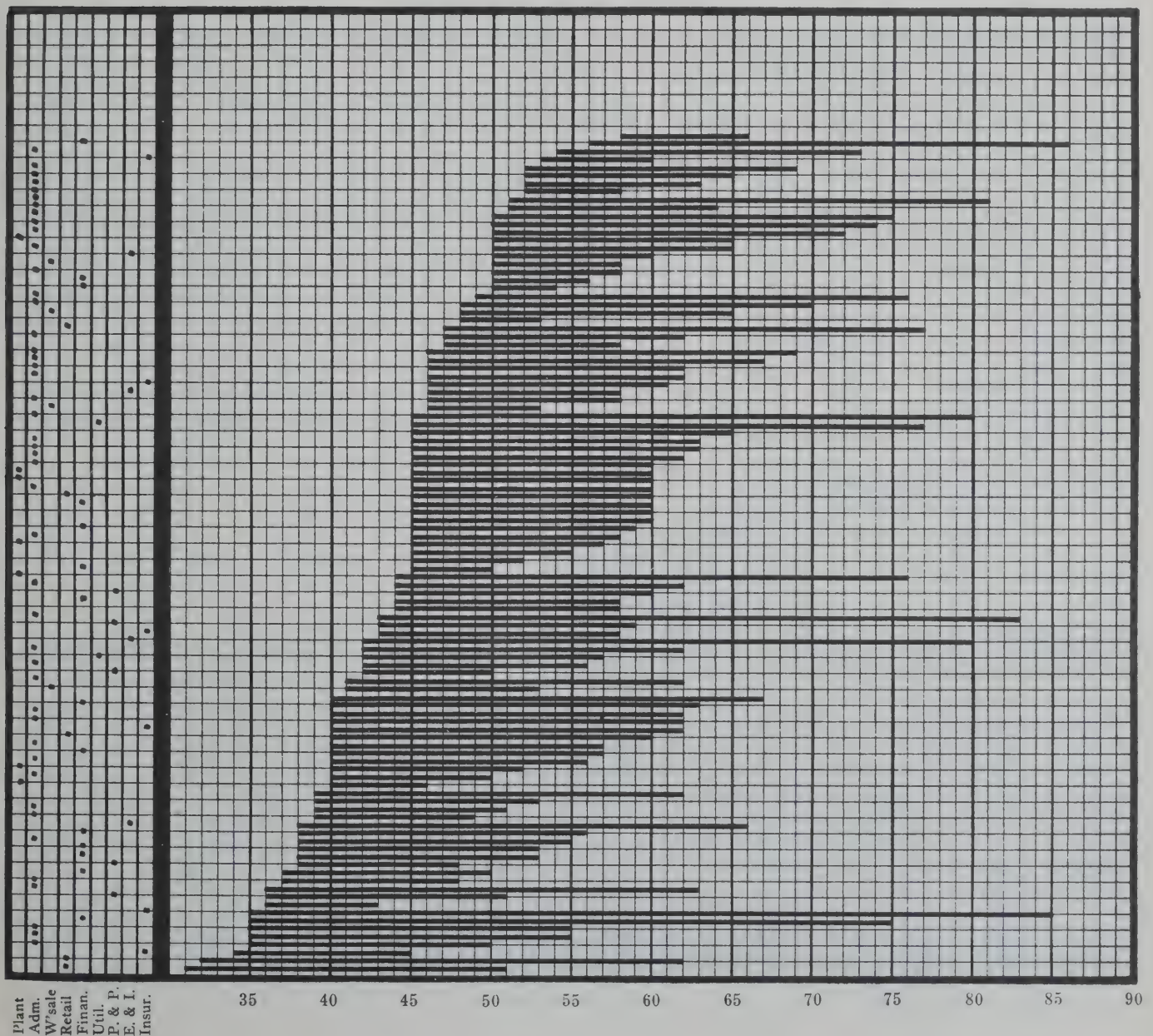
SECRETARY

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$61		Maximum
			Intermediate Rates
Average Minimum	\$44		Minimum
Modal Minimum	\$45		Hiring Rate
Average Spread	\$17		Spread
No. Firms Reporting	105		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

SECRETARY, EXECUTIVE

Required to make minor administrative decisions, therefore must have wide knowledge of company organization, policies and personnel in addition to requirements for normal secretarial work. Handles considerable correspondence on own initiative and without supervision; requests data from various sources and compiles special reports; maintains confidential files; interviews representatives of other concerns. May supervise small staff of stenographers, typists and clerks. Secretary to major executive, such as President, Vice-President, Treasurer, etc., of large organization.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

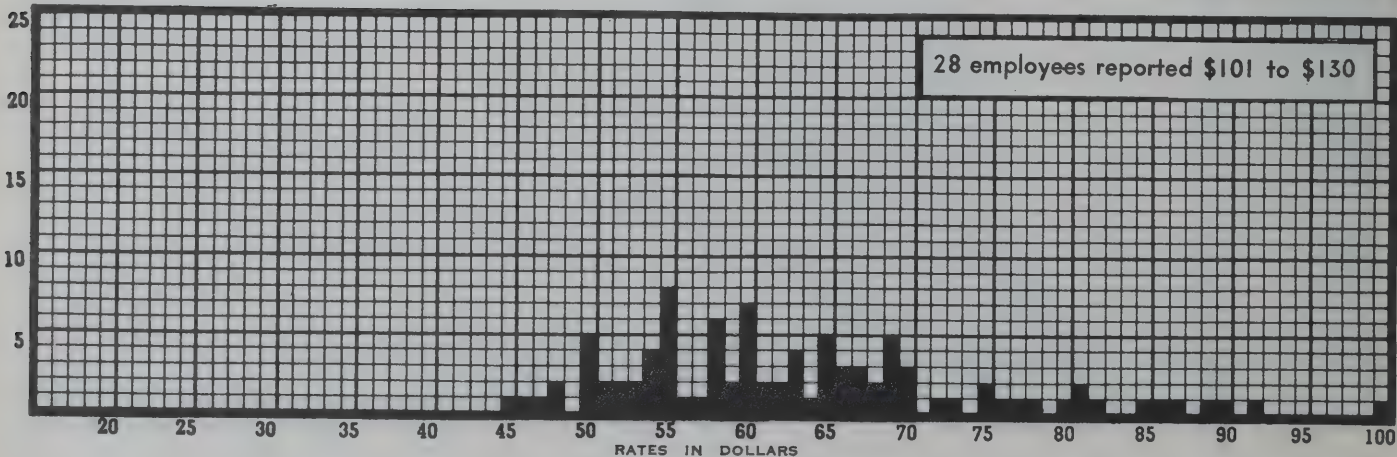
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 55	—	\$ 65	—	—	—	—	—	—	—
Median		\$ 62	\$ 60	\$ 65	\$ 57	\$ 54	\$ 63	\$ 60	\$ 58	\$ 63	\$ 62
Wtd. Average		\$ 65	\$ 56	\$ 69	\$ 59	\$ 53	\$ 64	\$ 61	\$ 63	\$ 65	\$ 65
Middle 50% High		\$ 70	\$ 66	\$ 80	\$ 67	\$ 60	\$ 71	\$ 69	\$ 65	\$ 70	\$ 75
Low		\$ 55	\$ 57	\$ 58	\$ 50	\$ 49	\$ 55	\$ 55	\$ 55	\$ 55	\$ 58
No. Firms		142	8	61	11	4	14	3	5	8	5
No. Employees		724	30	379	24	28	55	58	29	16	14

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



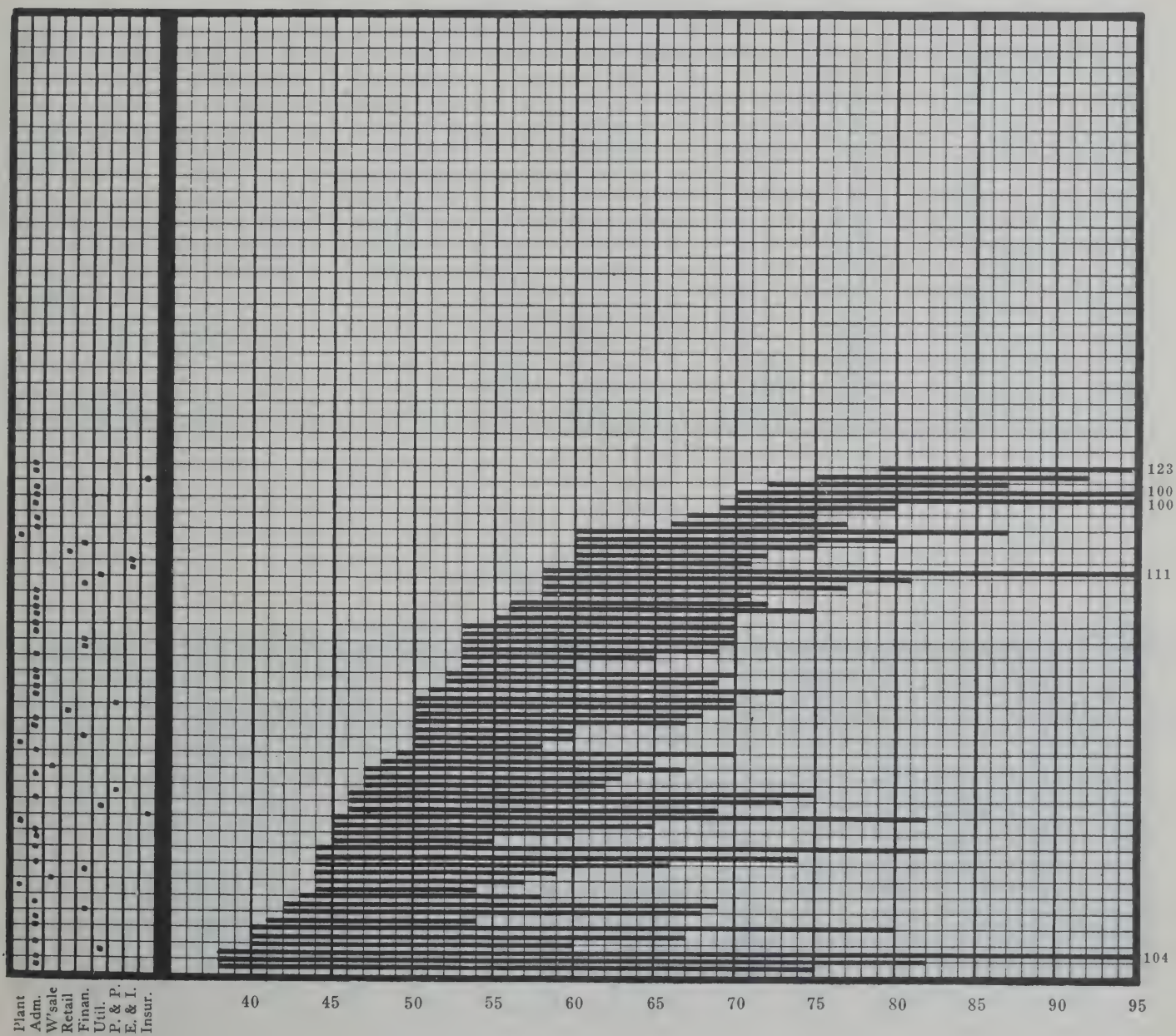
SECRETARY, EXECUTIVE

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$73		Maximum
			Intermediate Rates
Average Minimum	\$52		Minimum
Modal Minimum	\$50		Hiring Rate
Average Spread	\$21		Spread
No. Firms Reporting	64		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

SECRETARY, LEGAL

Performs secretarial duties for a junior partner of a legal firm. Records and transcribes dictation on important and confidential matters involving technical vocabulary connected with legal work. May record and transcribe testimony. Involves responsibility of handling correspondence not requiring dictated reply; composes and edits letters. Makes and schedules appointments. Able to meet clients. In general, conserves employer's time by relieving him of details. Must have knowledge of technicalities involved in legal practice. Must be familiar with legal forms. Requires high degree of skill, accuracy, and speed.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

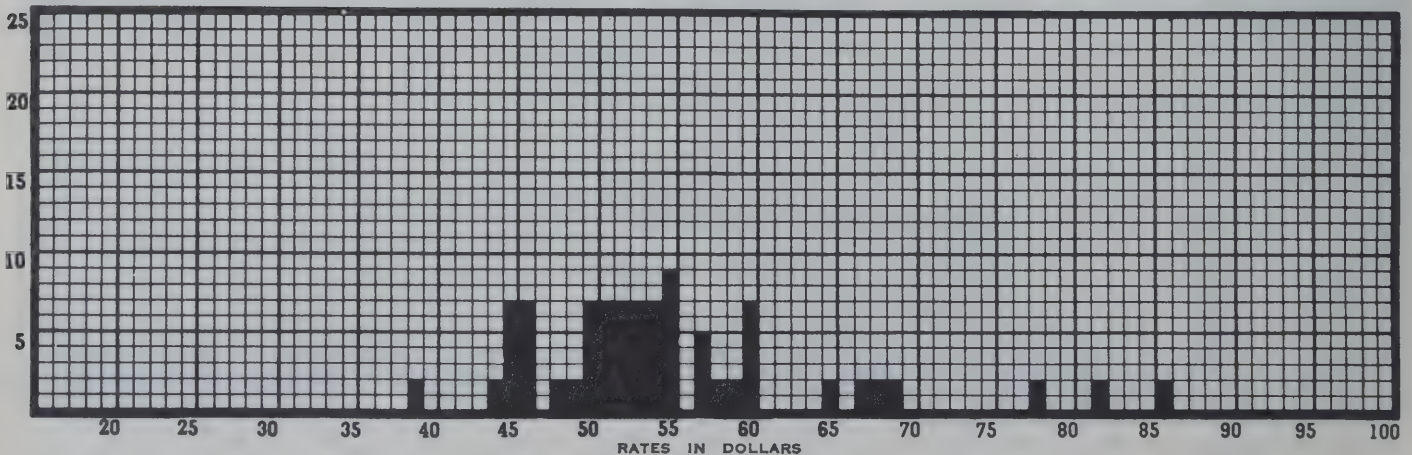
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 53	—	\$ 53	—	—	\$ 53	—	—	—	—
Wtd. Average		\$ 55	—	\$ 56	—	—	\$ 52	—	—	—	—
Middle 50%	High	\$ 59	—	\$ 60	—	—	\$ 57	—	—	—	—
	Low	\$ 50	—	\$ 50	—	—	\$ 45	—	—	—	—
No. Firms		18	1	10	2	1	2	—	—	—	1
No. Employees		43	1	28	3	1	7	—	—	—	2

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



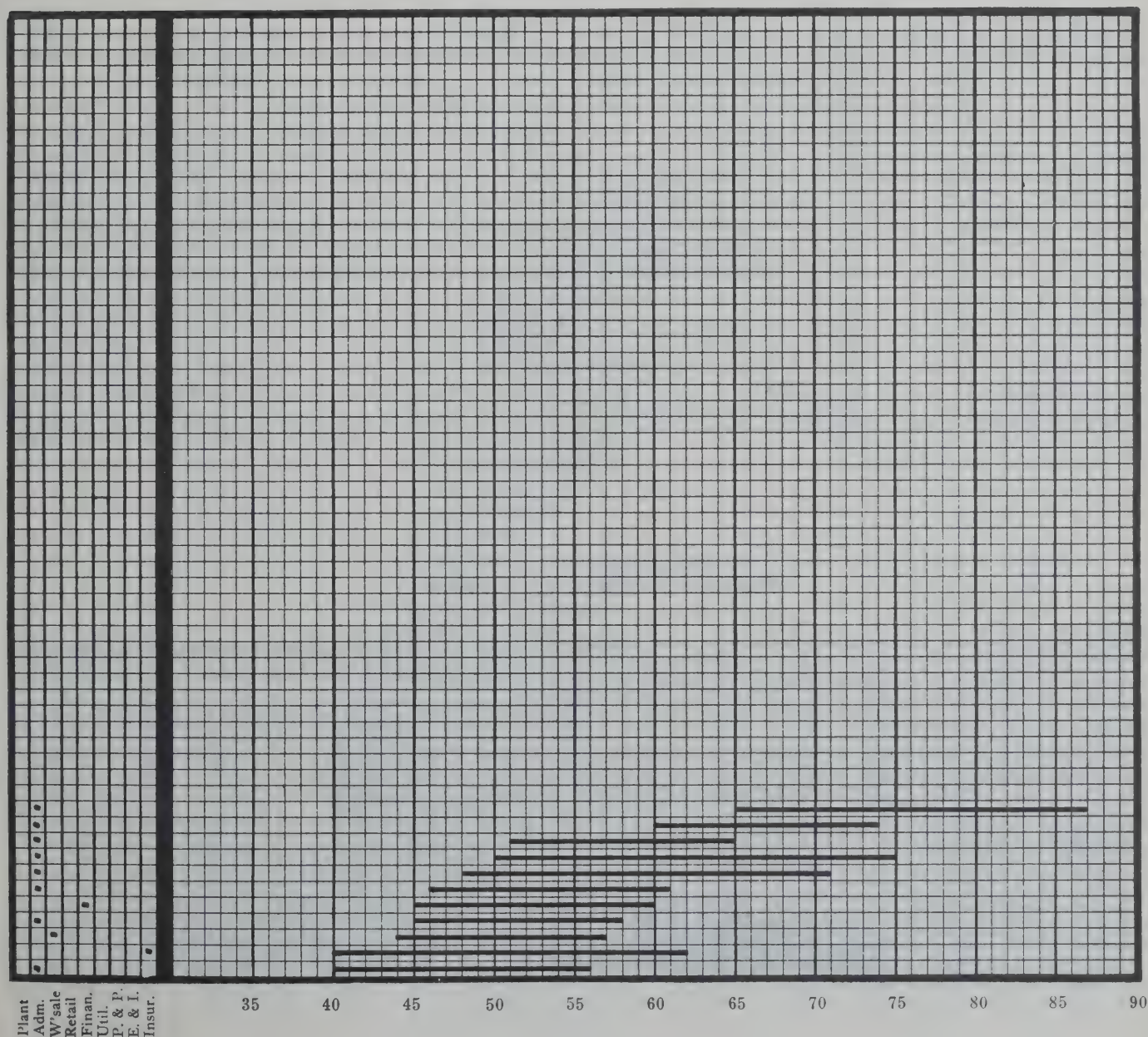
SECRETARY, LEGAL

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$66		Maximum
			Intermediate Rates
Average Minimum	\$48		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$18		Spread
No. Firms Reporting	11		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("••" indicates industry group in which range on same horizontal line was reported. Where no "••" appears opposite a range, that range was reported in the "miscellaneous" group.)

SECRETARY-STENOGRAPHER

A STENOGRAPHER, SENIOR, assigned to an administrative officer who, in addition to taking and transcribing dictation, sets up and maintains his files and records and performs routine office functions without supervision. Little or no responsibility for meeting people, arranging appointments, handling correspondence; use of discretion limited.

Our Job Title _____

Labor Grade _____ Points _____

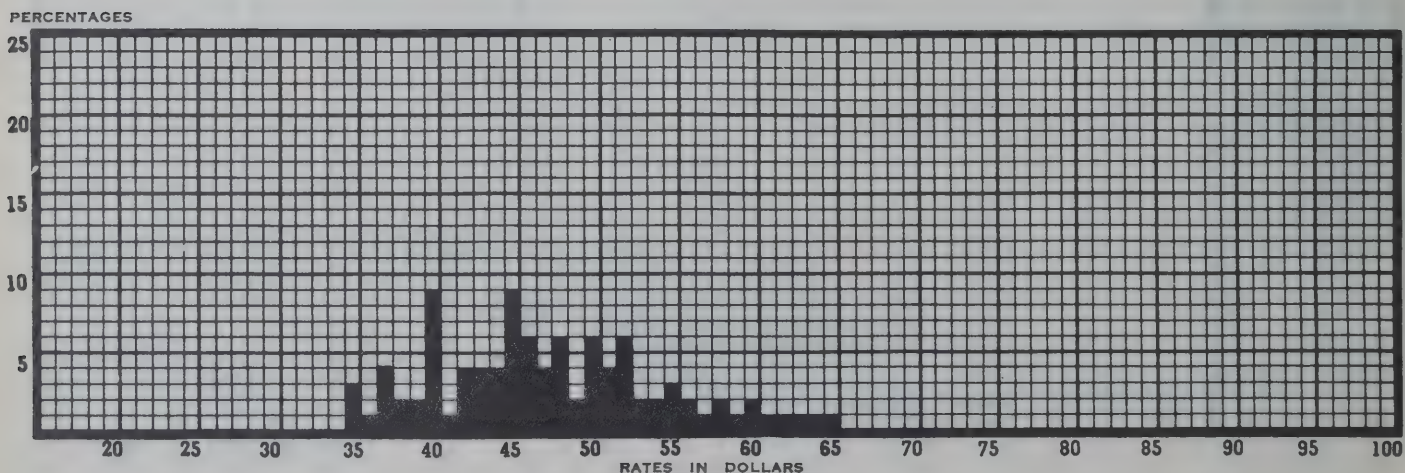
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	\$.45	—	—	—	—
Median		\$ 46	\$ 45	\$ 46	\$ 47	\$ 45	\$ 45	\$ 55	\$ 42	\$ 45	\$ 45
Wtd. Average		\$ 47	\$ 48	\$ 49	\$ 48	\$ 45	\$ 46	\$ 53	\$ 42	\$ 47	\$ 45
Middle 50%	High	\$ 52	\$ 52	\$ 51	\$ 52	\$ 50	\$ 50	\$ 61	\$ 47	\$ 50	\$ 52
	Low	\$ 42	\$ 42	\$ 43	\$ 43	\$ 40	\$ 42	\$ 41	\$ 39	\$ 44	\$ 39
No. Firms		216	11	83	18	12	21	7	9	8	10
No. Employees		2509	24	1223	95	90	213	349	61	73	115

PERCENTAGE DISTRIBUTION OF RATES



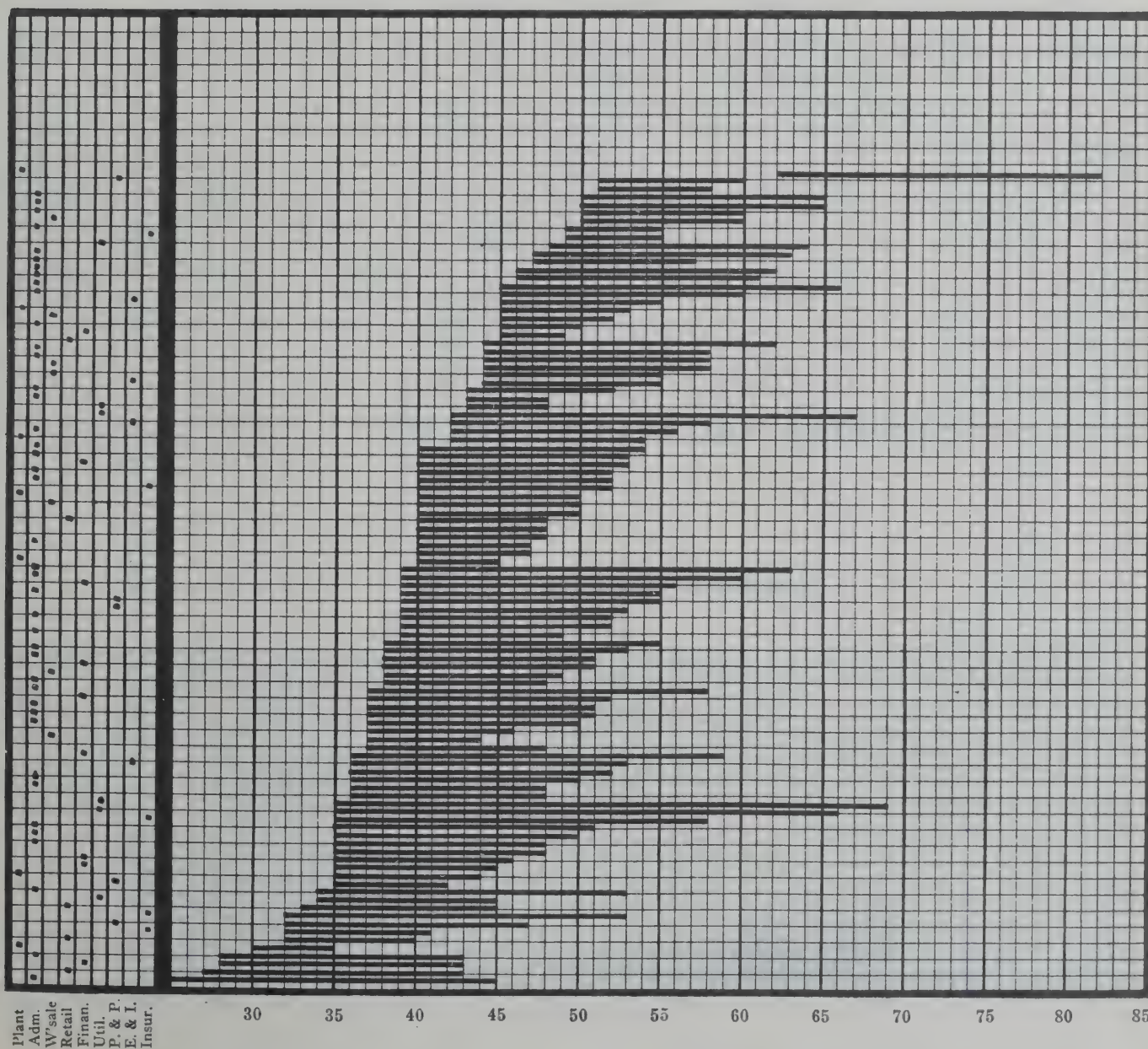
SECRETARY — STENOGRAPHER

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$53		Maximum
			Intermediate Rates
Average Minimum	\$40		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$13		Spread
No. Firms Reporting	101		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STATISTICAL CLERK, JR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

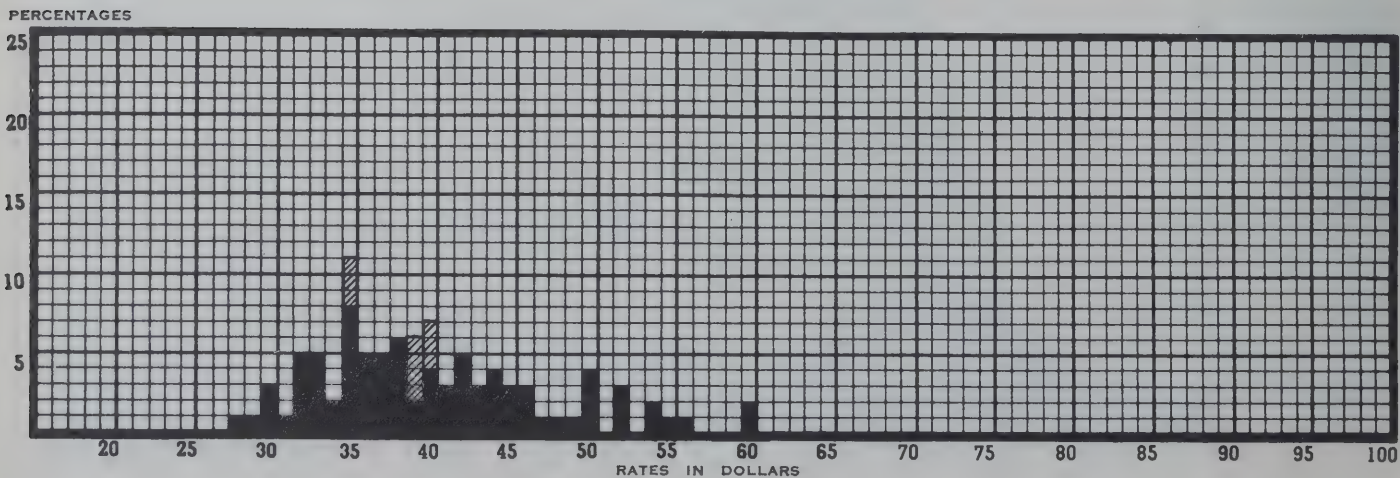
Notes _____

Under close supervision, performs routine statistical clerical work involving collection, compilation, and verification of statistical data. Makes necessary computations. Prepares and presents data in such forms as tables, diagrams, or charts.

ANALYSIS OF SALARY RATES

		Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode			—	—	—	\$ 35	—	—	—	—	—	\$ 35
Median			\$ 39	—	\$ 40	\$ 37	\$ 37	\$ 47	—	\$ 60	—	\$ 35
Wtd. Average			\$ 41	\$ 36	\$ 42	\$ 38	\$ 37	\$ 48	—	\$ 52	—	\$ 35
Middle 50%	High		\$ 45	—	\$ 46	\$ 40	\$ 40	\$ 52	—	\$ 60	—	\$ 36
	Low		\$ 35	—	\$ 36	\$ 35	\$ 34	\$ 43	—	\$ 41	—	\$ 31
No. Firms			105	3	48	10	6	7	1	4	1	8
No. Employees			548	4	276	27	82	40	3	19	1	47

PERCENTAGE DISTRIBUTION OF RATES



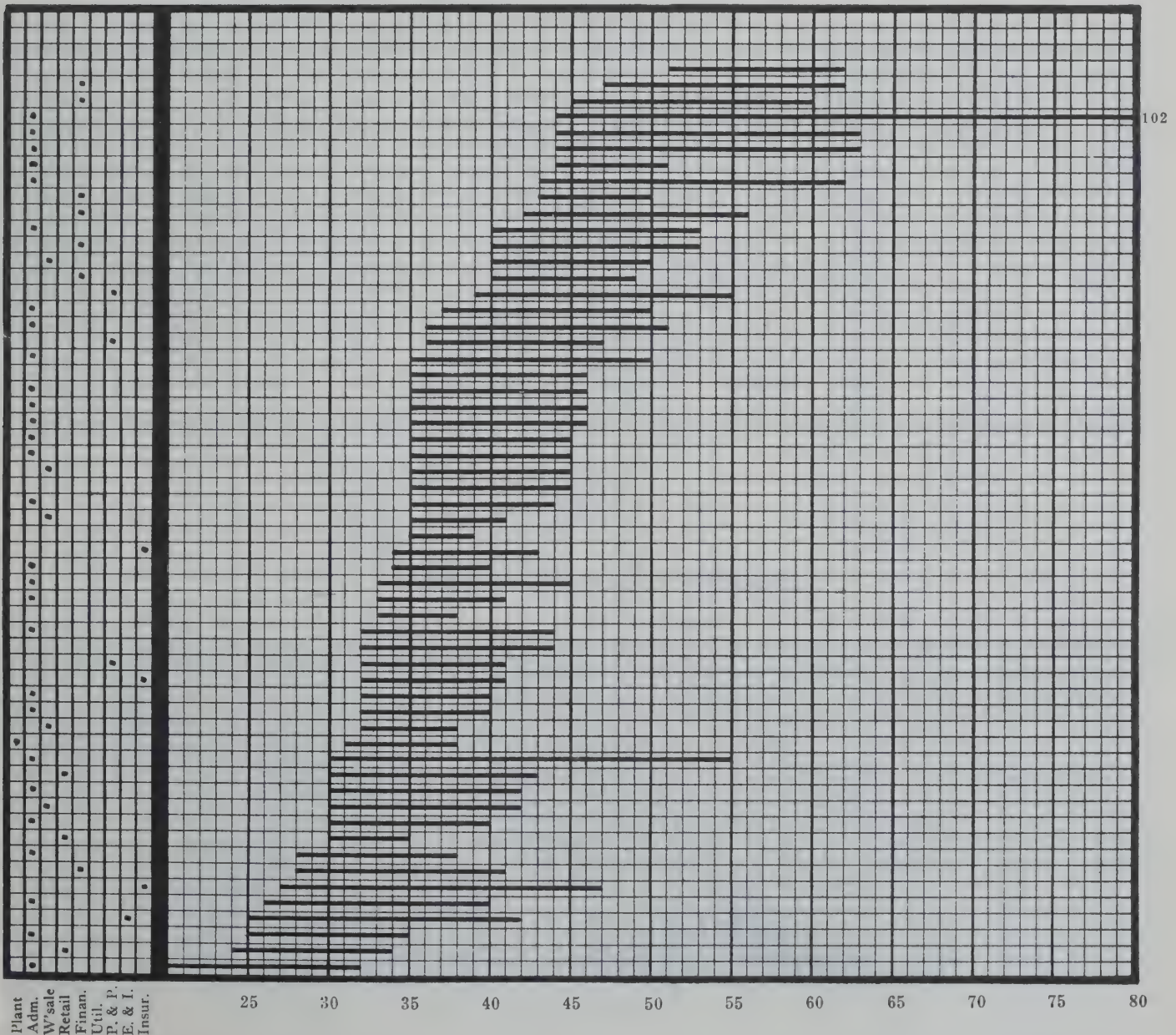
STATISTICAL CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$47		Maximum
			Intermediate Rates
Average Minimum	\$35		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	57		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•") indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STATISTICAL CLERK. SR.

Same as STATISTICAL CLERK, JUNIOR, except that knowledge of subject matter dealt with and methods used reduce supervision to minimum. Job does not, however, require knowledge of advanced statistics, ability to interpret data nor use of judgment in meeting new problems.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

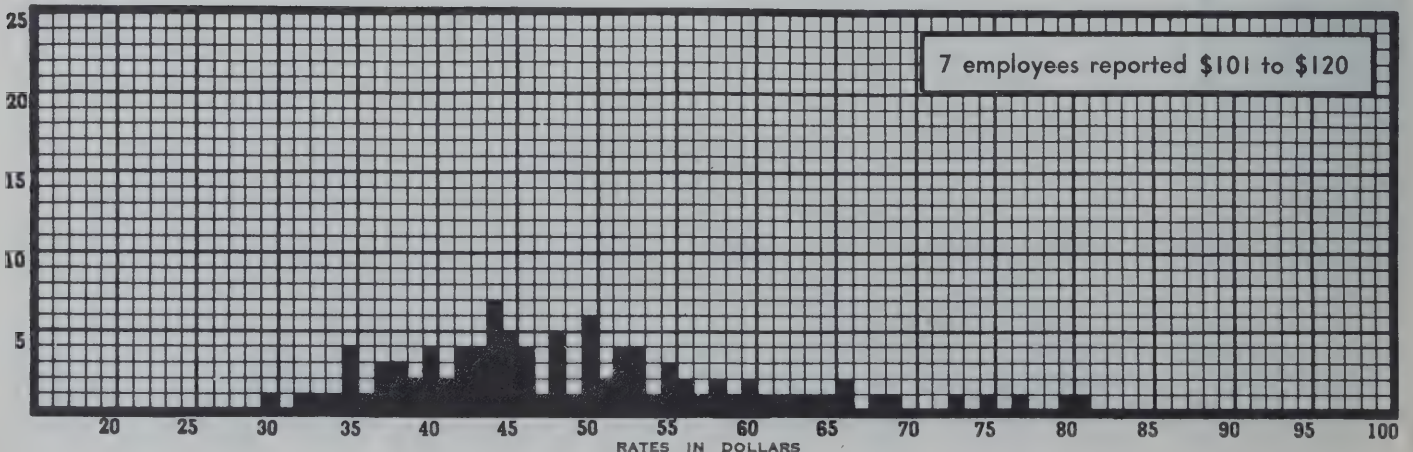
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 44	—	—	—	—	—	—	—
Median		\$ 48	—	\$ 50	\$ 39	\$ 46	\$ 60	—	\$ 46	\$ 46	\$ 40
Wtd. Average		\$ 50	—	\$ 54	\$ 41	\$ 48	\$ 63	—	\$ 47	\$ 46	\$ 42
Middle 50% High Low	High	\$ 56	—	\$ 60	\$ 44	\$ 52	\$ 66	—	\$ 50	\$ 51	\$ 52
	Low	\$ 42	—	\$ 44	\$ 35	\$ 42	\$ 58	—	\$ 43	\$ 43	\$ 34
No. Firms		103	3	50	8	6	6	1	2	4	8
No. Employees		484	3	259	19	41	17	2	8	7	79

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



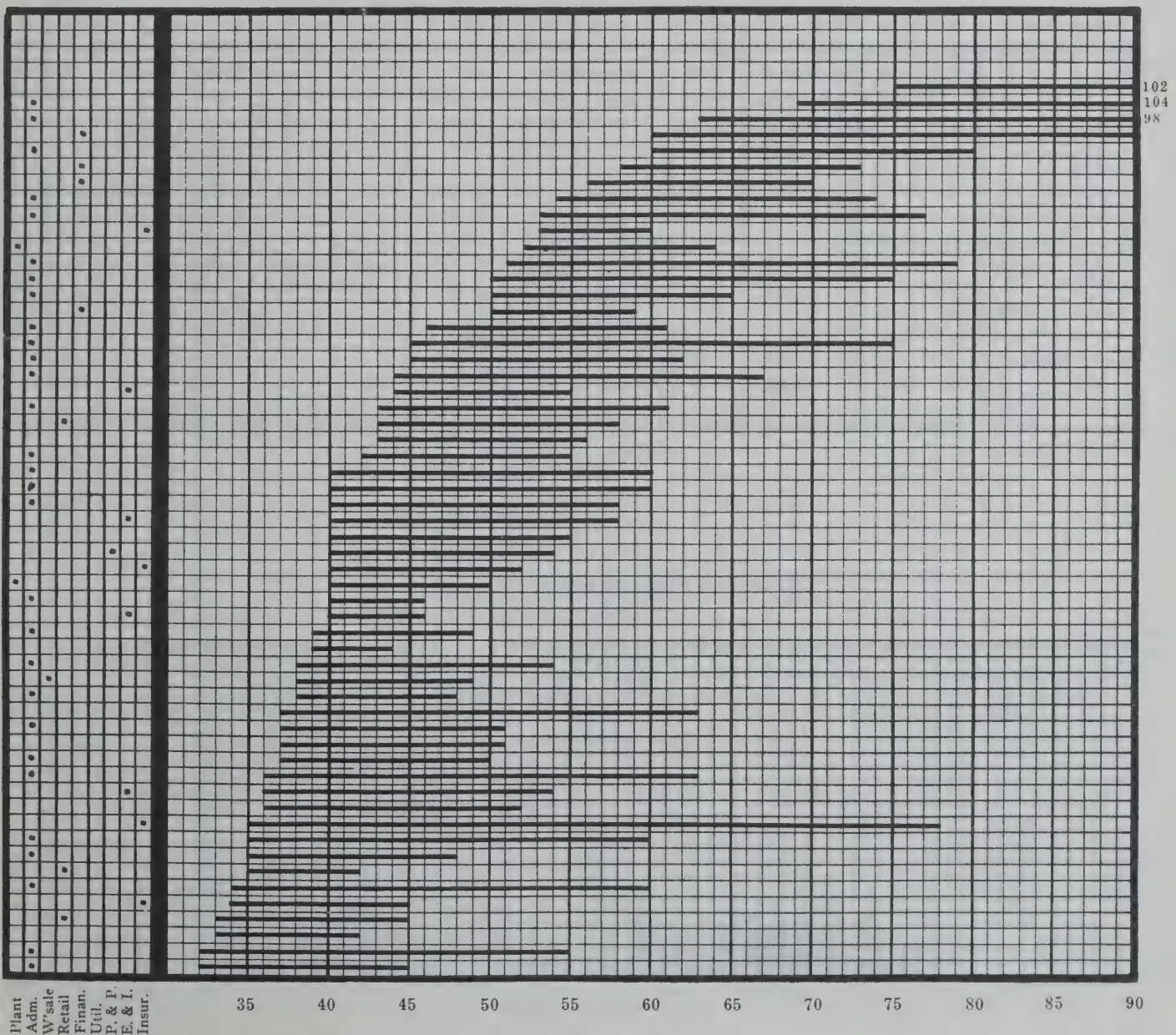
STATISTICAL CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$61		Maximum
			Intermediate Rates
Average Minimum	\$43		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$18		Spread
No. Firms Reporting	56		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STATISTICAL TYPIST

Under general supervision, plans layout for variety of statistical tables, maintaining uniformity, balance, and simplicity. Types tables in final form. Proofreads typed tables.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

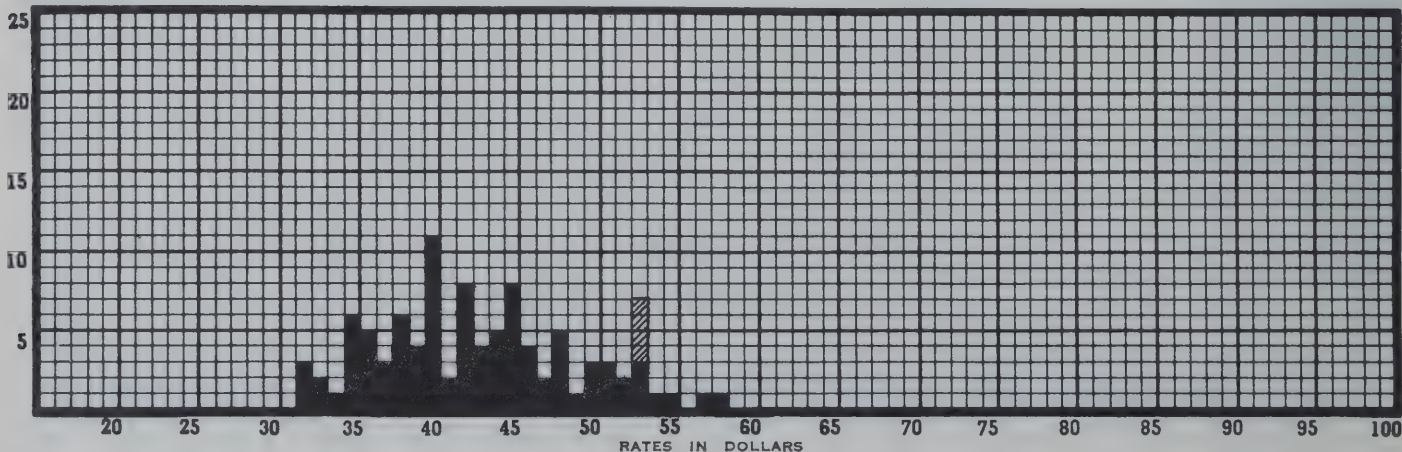
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 40	—	—	—	—	—	—	—
Median		\$ 42	—	\$ 42	—	\$ 38	\$ 42	\$ 51	\$ 38	\$ 40	\$ 39
Wtd. Average		\$ 43	—	\$ 42	—	\$ 38	\$ 43	\$ 50	\$ 39	\$ 41	\$ 39
Middle 50%	High	\$ 48	—	\$ 46	—	\$ 40	\$ 46	\$ 53	\$ 39	—	\$ 42
	Low	\$ 38	—	\$ 38	—	\$ 35	\$ 42	\$ 46	\$ 38	—	\$ 35
No. Firms		81	2	39	2	6	5	5	1	2	5
No. Employees		346	2	187	3	17	16	53	5	5	20

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



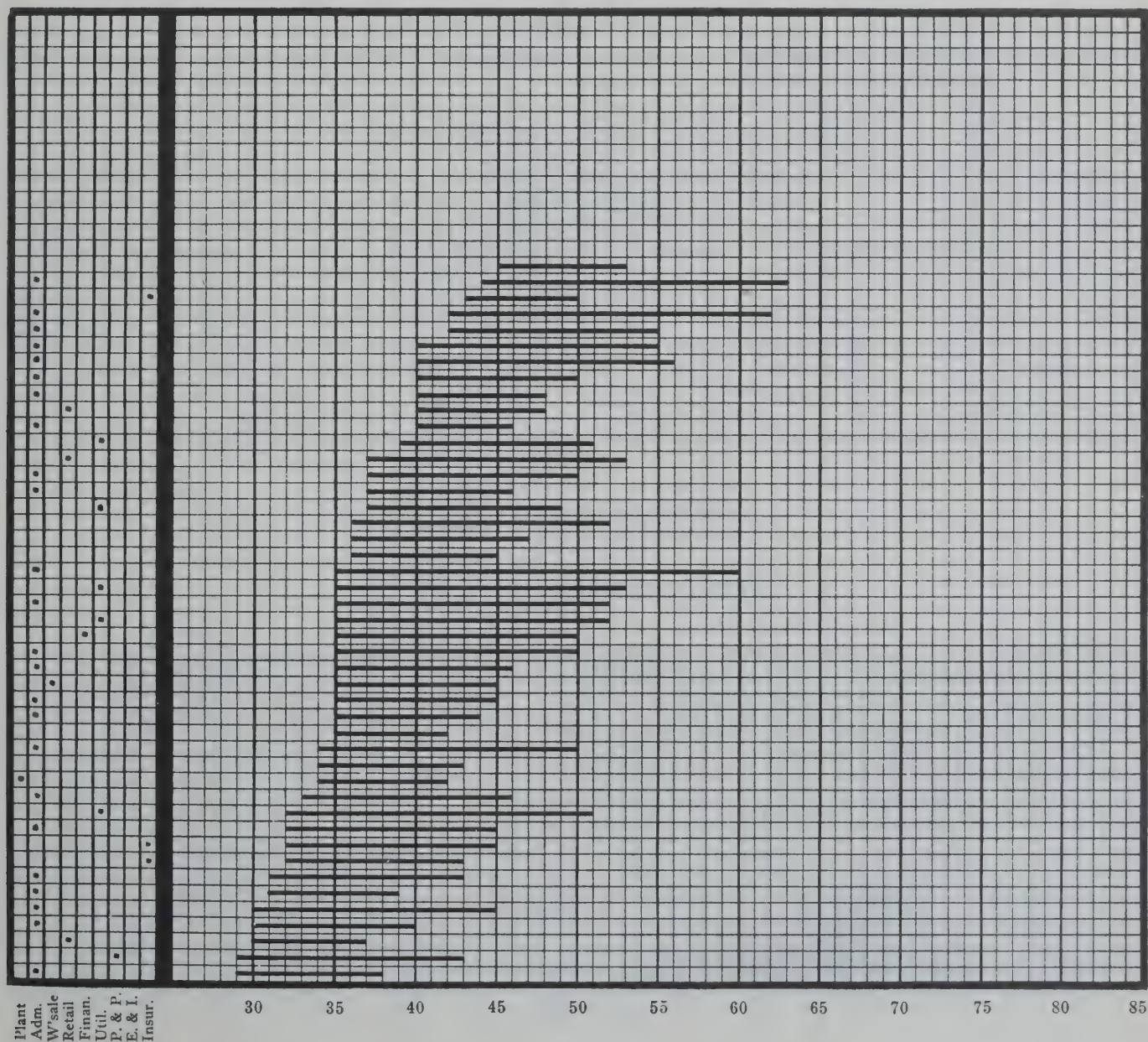
STATISTICAL TYPIST

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$48		Maximum
			Intermediate Rates
Average Minimum	\$36		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	45		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STENOGRAPHER, JR.

Our Job Title _____

Labor Grade _____ Points _____

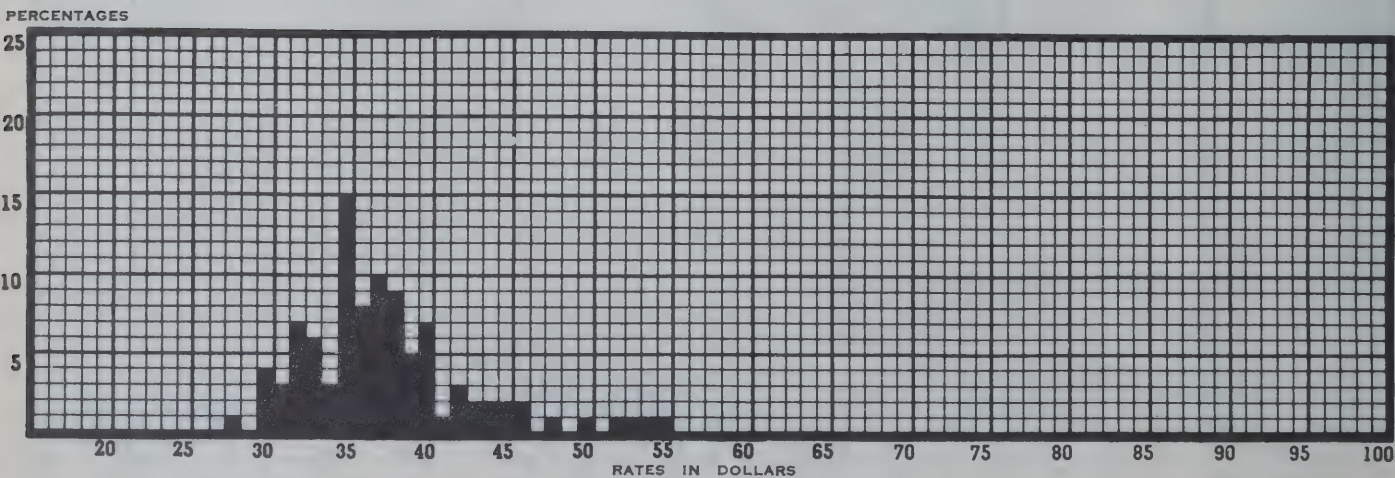
Grade Points From _____ To _____

Notes _____

Takes and transcribes dictation involving limited and simple vocabulary with ordinary skill and speed. Works under supervision. May perform related clerical duties. Includes beginners.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 35	\$ 35	—	—	—	—	\$ 40	—
Median		\$ 37	\$ 37	\$ 37	\$ 37	\$ 35	\$ 35	\$ 42	\$ 35	\$ 40	\$ 36
Wtd. Average		\$ 37	\$ 40	\$ 38	\$ 38	\$ 35	\$ 35	\$ 43	\$ 37	\$ 38	\$ 36
Middle 50%	High	\$ 40	\$ 44	\$ 40	\$ 40	\$ 37	\$ 38	\$ 48	\$ 38	\$ 40	\$ 38
	Low	\$ 34	\$ 35	\$ 35	\$ 35	\$ 33	\$ 32	\$ 35	\$ 35	\$ 36	\$ 34
No. Firms		208	12	79	16	9	18	9	7	15	10
No. Employees		1747	25	739	61	74	186	155	94	40	182

PERCENTAGE DISTRIBUTION OF RATES

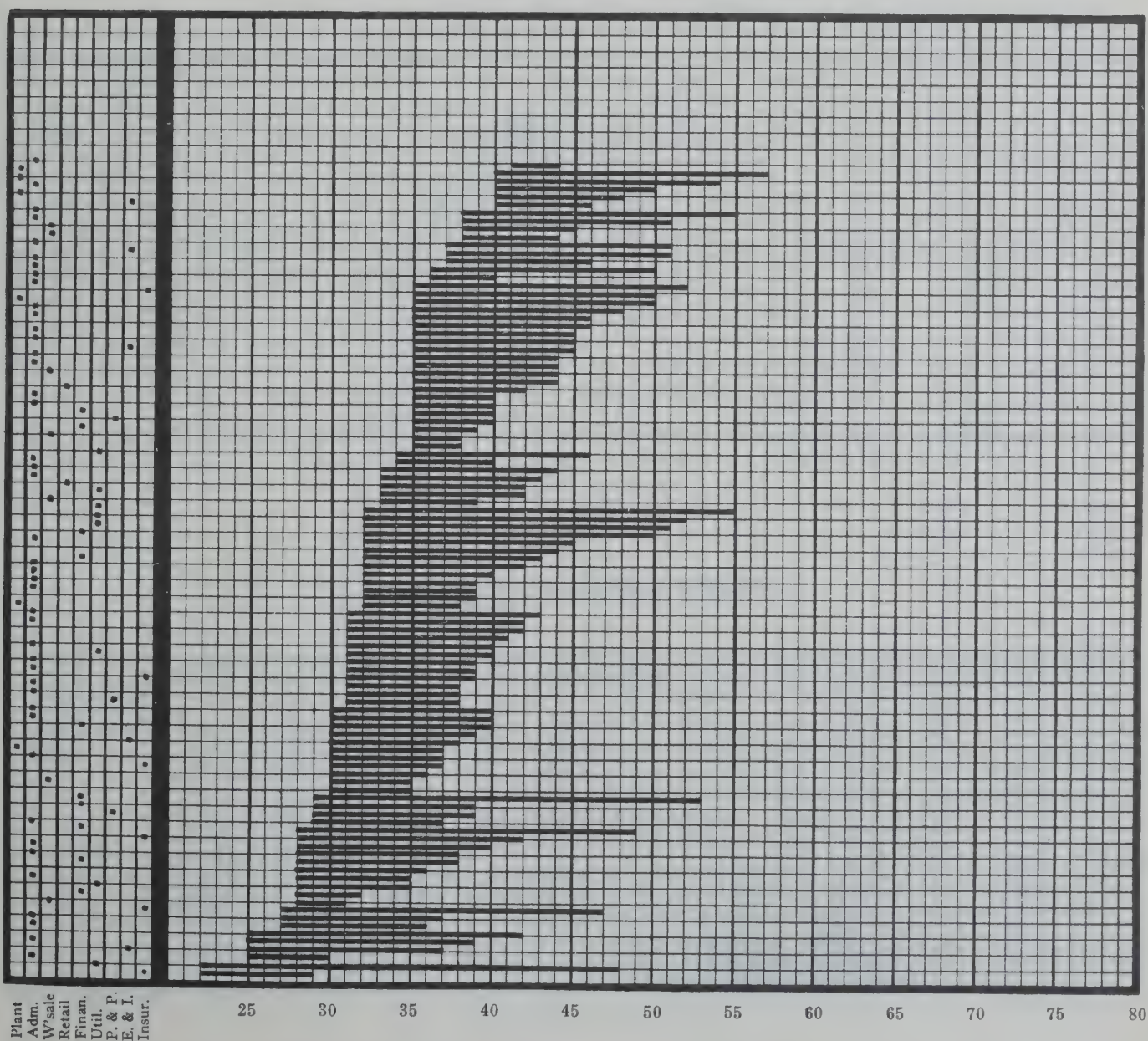
STENOGRAPHER, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$42		Maximum
			Intermediate Rates
Average Minimum	\$32		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$10		Spread
No. Firms Reporting	104		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STENOGRAPHER, SR.

Takes and transcribes dictation of difficult nature involving varied vocabulary and frequent use of unusual words and expressions. Requires considerable skill, accuracy, and speed. May take dictation by shorthand or machine. May also keep files, records, and perform related clerical duties. Requires experience.

Our Job Title _____

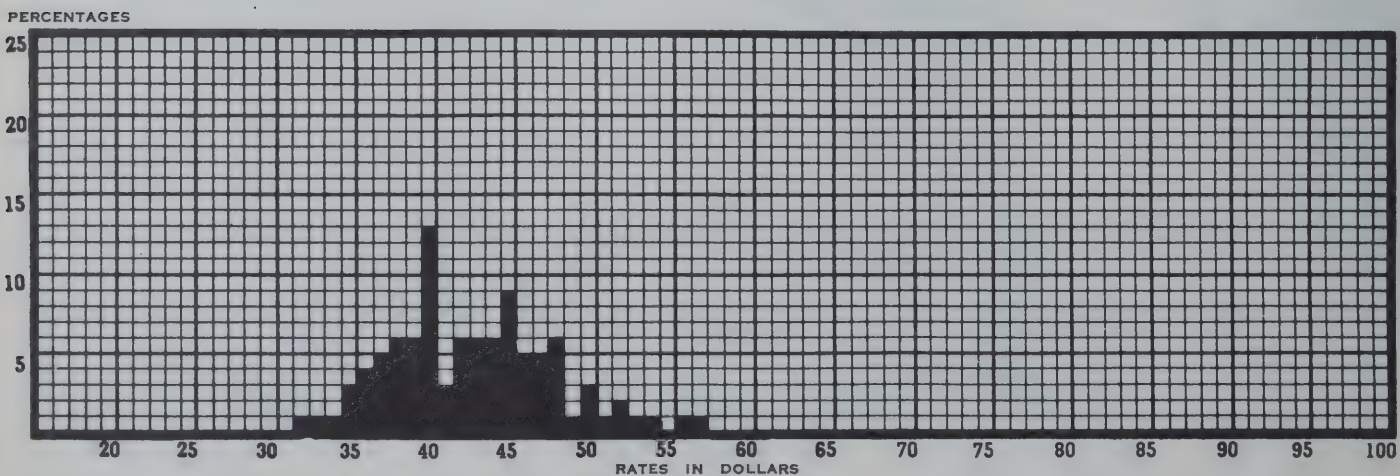
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 40	\$ 40	—	\$ 45	—	—	—	—
Median		\$ 42	\$ 45	\$ 43	\$ 44	\$ 41	\$ 42	\$ 41	\$ 42	\$ 43	\$ 43
Wtd. Average		\$ 43	\$ 45	\$ 43	\$ 44	\$ 40	\$ 41	\$ 44	\$ 43	\$ 43	\$ 43
Middle 50%	High	\$ 46	\$ 48	\$ 46	\$ 47	\$ 44	\$ 45	\$ 49	\$ 46	\$ 45	\$ 47
	Low	\$ 39	\$ 40	\$ 40	\$ 40	\$ 37	\$ 39	\$ 39	\$ 39	\$ 40	\$ 40
No. Firms		225	16	80	17	8	24	7	12	15	11
No. Employees		3327	55	1565	93	130	438	239	130	97	261

PERCENTAGE DISTRIBUTION OF RATES

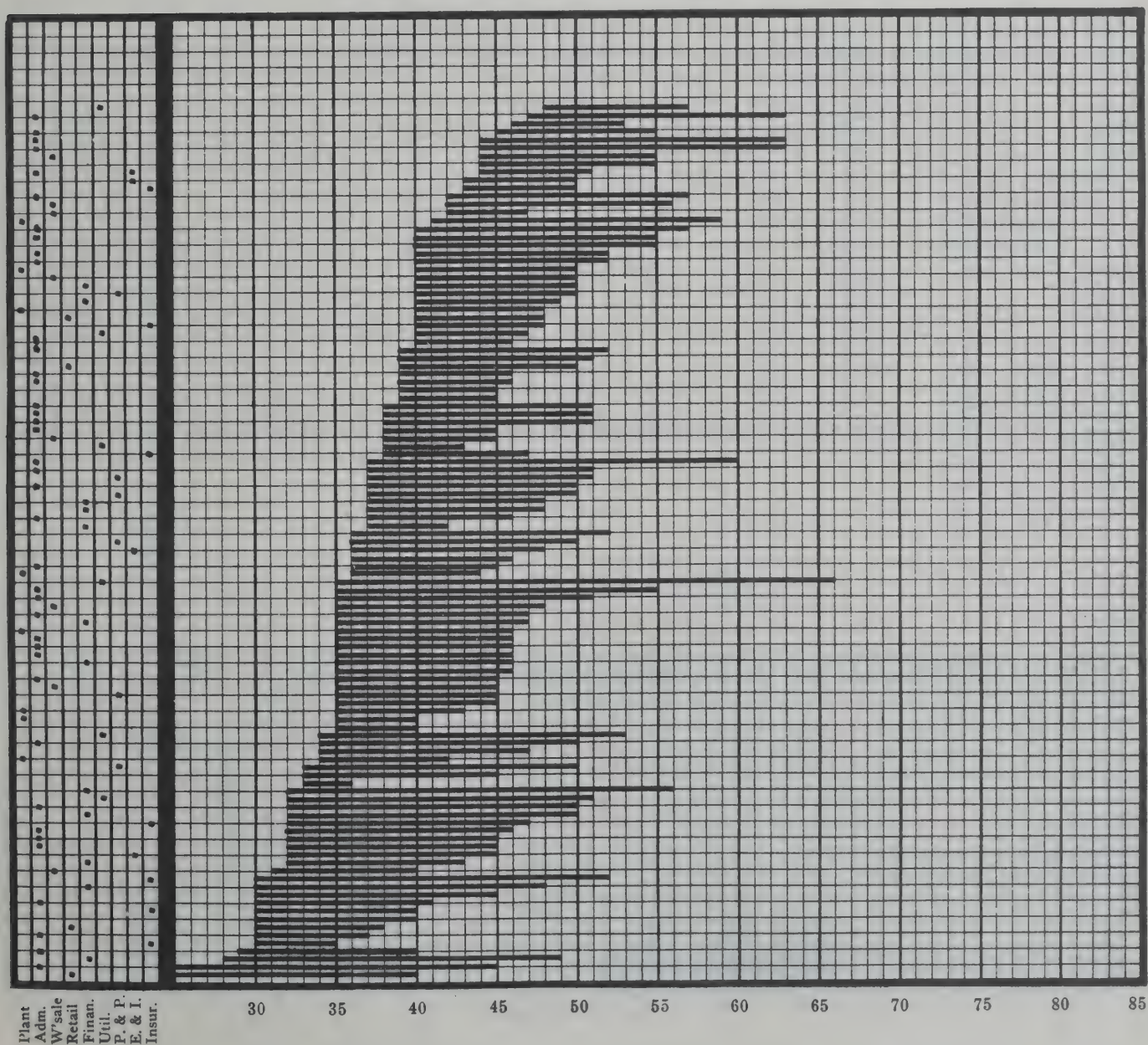
STENOGRAPHER, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$48		Maximum
			Intermediate Rates
Average Minimum	\$36		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$12		Spread
No. Firms Reporting	110		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STENOGRAPHER, BI-LINGUAL

Our Job Title _____

Labor Grade _____ Points _____

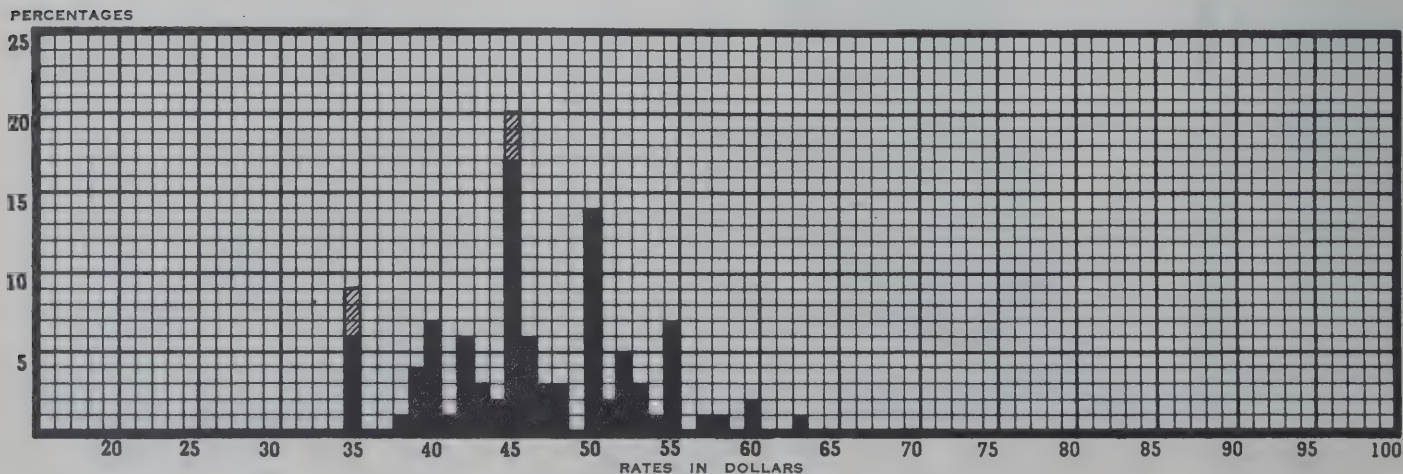
Grade Points From _____ To _____

Notes _____

Same as **STENOGRAPHER, SENIOR**, plus ability to take and transcribe dictation in one foreign language.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 45	—	—	—	—	—	—	—	\$ 45	—
Median		\$ 45	—	\$ 45	\$ 45	—	—	—	—	\$ 45	—
Wtd. Average		\$ 46	—	\$ 46	\$ 47	—	\$ 49	—	—	\$ 45	—
Middle 50%	High	\$ 50	—	\$ 51	\$ 53	—	—	—	—	\$ 50	—
	Low	\$ 42	—	\$ 40	\$ 43	—	—	—	—	\$ 42	—
No. Firms		58	2	25	7	—	4	1	1	12	1
No. Employees		102	2	47	12	—	4	1	1	28	1

PERCENTAGE DISTRIBUTION OF RATES

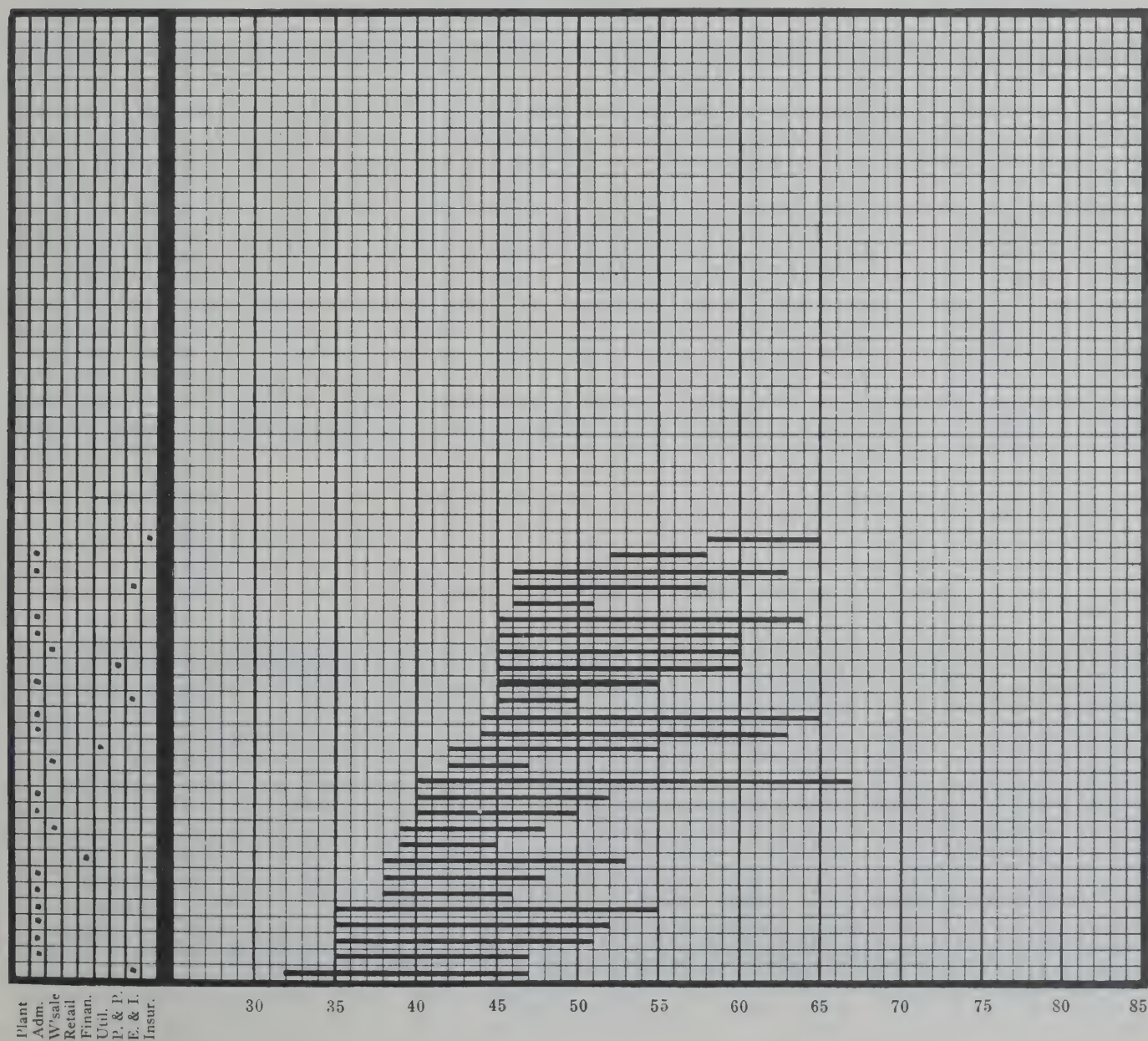
STENOGRAPHER, BI-LINGUAL

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$55		Maximum
			Intermediate Rates
Average Minimum	\$42		Minimum
Modal Minimum	\$45		Hiring Rate
Average Spread	\$13		Spread
No. Firms Reporting	28		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STENOGRAPHER, LEGAL, JR.

A STENOGRAPHER, SENIOR, who is familiar with standard legal terminology. Requires some supervision and direction. Uses legal forms only according to specific instructions.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

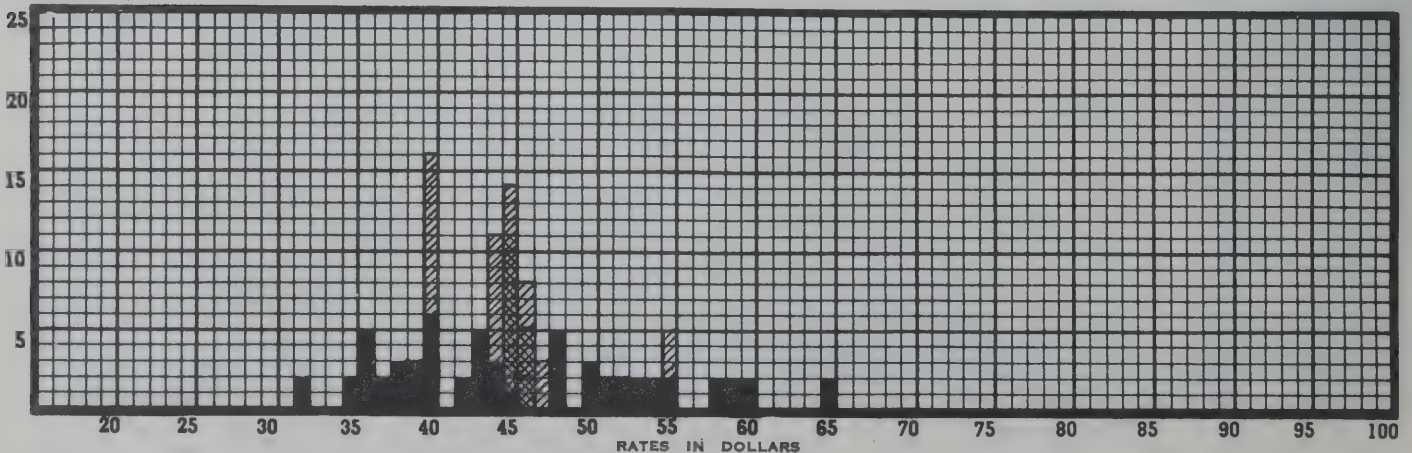
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 45	—	\$ 45	—	—	—	—	—	—	\$ 42
Wtd. Average		\$ 45	—	\$ 46	—	—	—	—	—	—	\$ 43
Middle 50%	High	\$ 48	—	\$ 48	—	—	—	—	—	—	\$ 47
	Low	\$ 40	—	\$ 40	—	—	—	—	—	—	\$ 38
No. Firms		19	1	7	—	2	1	—	—	—	5
No. Employees		63	1	33	—	2	1	—	—	—	23

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



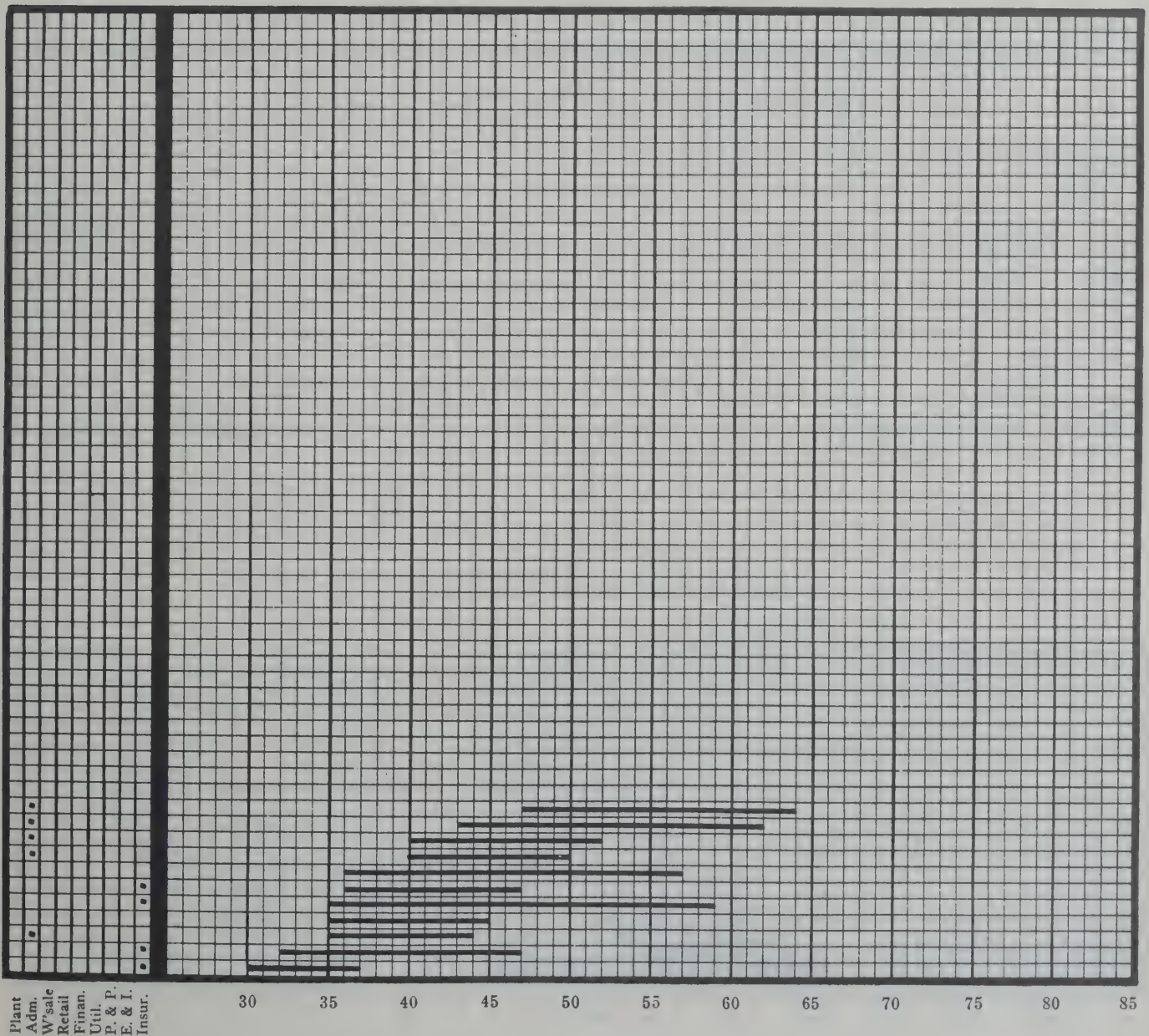
STENOGRAPHER, LEGAL, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$51		Maximum
			Intermediate Rates
Average Minimum	\$37		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$14		Spread
No. Firms Reporting	11		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

STENOGRAPHER, LEGAL, SR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

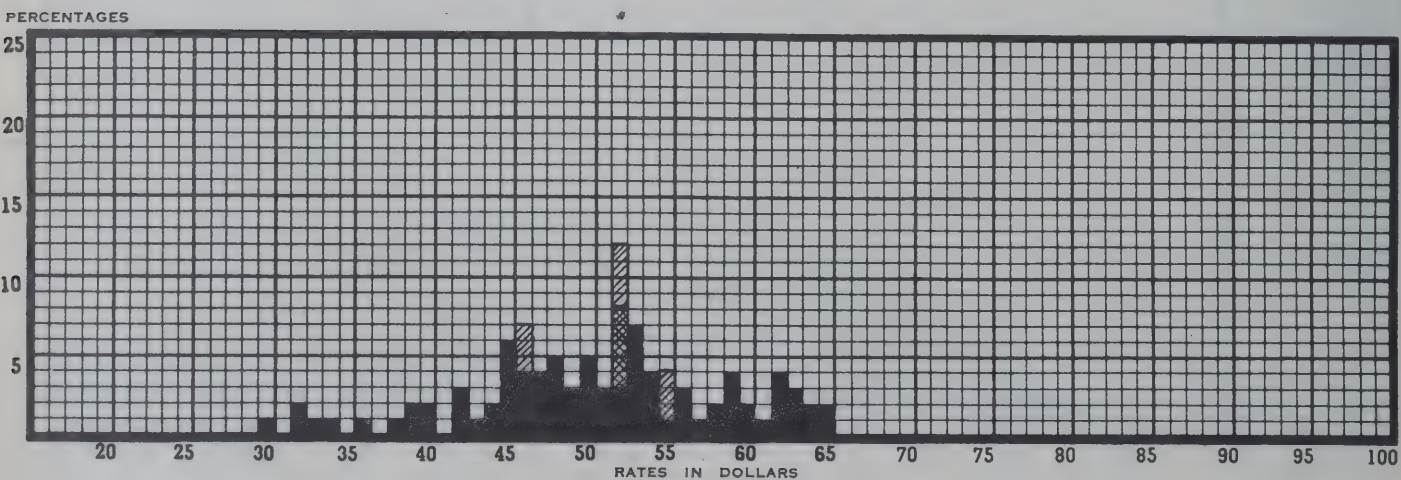
Notes _____

A STENOGRAPHER, SENIOR, who is familiar with general and specialized legal terminology and forms. Requires minimum of direction or supervision.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 52	—	\$ 52	—	—	\$ 47	\$ 57	—	—	\$ 47
Wtd. Average		\$ 51	—	\$ 51	—	—	\$ 47	\$ 56	—	—	\$ 43
Middle 50%	High	\$ 55	—	\$ 54	—	—	—	\$ 62	—	—	\$ 52
	Low	\$ 46	—	\$ 46	—	—	—	\$ 52	—	—	\$ 34
No. Firms		31	1	15	1	1	2	4	—	—	3
No. Employees		101	1	47	1	2	6	19	—	—	17

PERCENTAGE DISTRIBUTION OF RATES



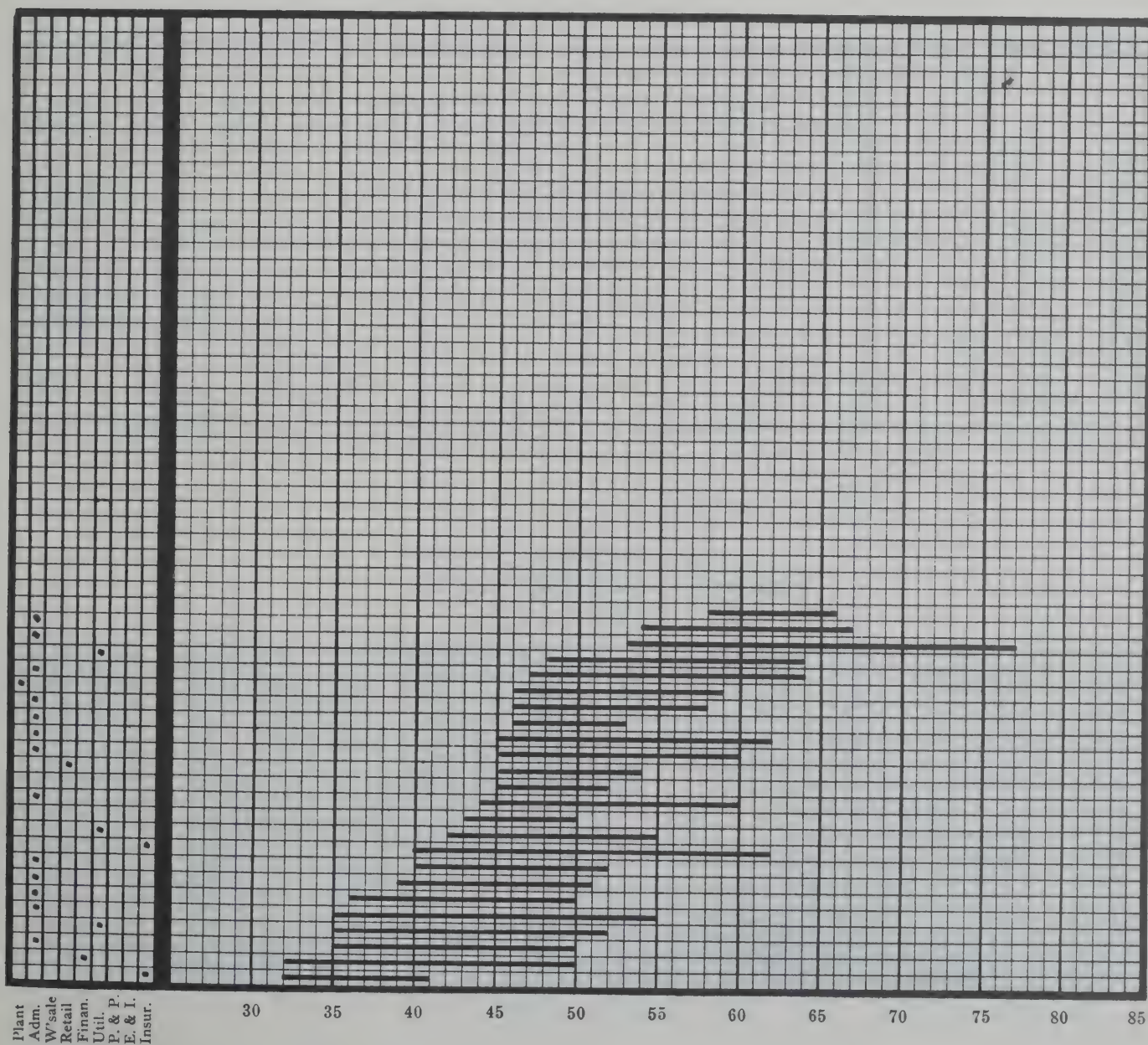
STENOGRAPHER, LEGAL, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 57		Maximum
			Intermediate Rates
Average Minimum	\$ 43		Minimum
Modal Minimum	\$ 45		Hiring Rate
Average Spread	\$ 14		Spread
No. Firms Reporting	24		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



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TABULATING MACHINE OPERATOR, JR.

Under close supervision and following routine procedures, operates sorting machine to group punched cards in proper sequence; operates printing tabulator, using pre-wired plugboards to produce required standard tabulations. Makes various checks for accuracy of machine operations and inclusions of proper group of cards.

Our Job Title _____

Labor Grade _____ Points _____

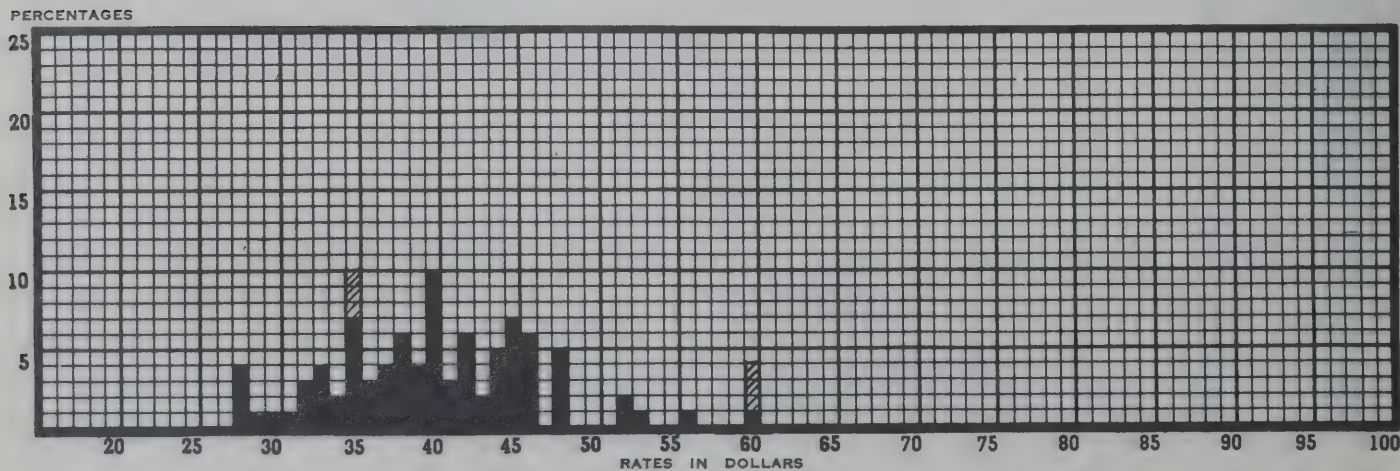
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 40	\$ 40	\$ 41	\$ 35	\$ 39	\$ 42	—	—	—	\$ 32
Wtd. Average		\$ 41	\$ 40	\$ 44	\$ 38	\$ 39	\$ 42	—	—	—	\$ 32
Middle 50%	High	\$ 45	—	\$ 48	—	\$ 43	\$ 45	—	—	—	\$ 35
	Low	\$ 35	—	\$ 37	—	\$ 35	\$ 39	—	—	—	\$ 29
No. Firms		58	3	21	4	5	9	2	—	—	5
No. Employees		208	5	41	5	35	65	2	—	—	24

PERCENTAGE DISTRIBUTION OF RATES



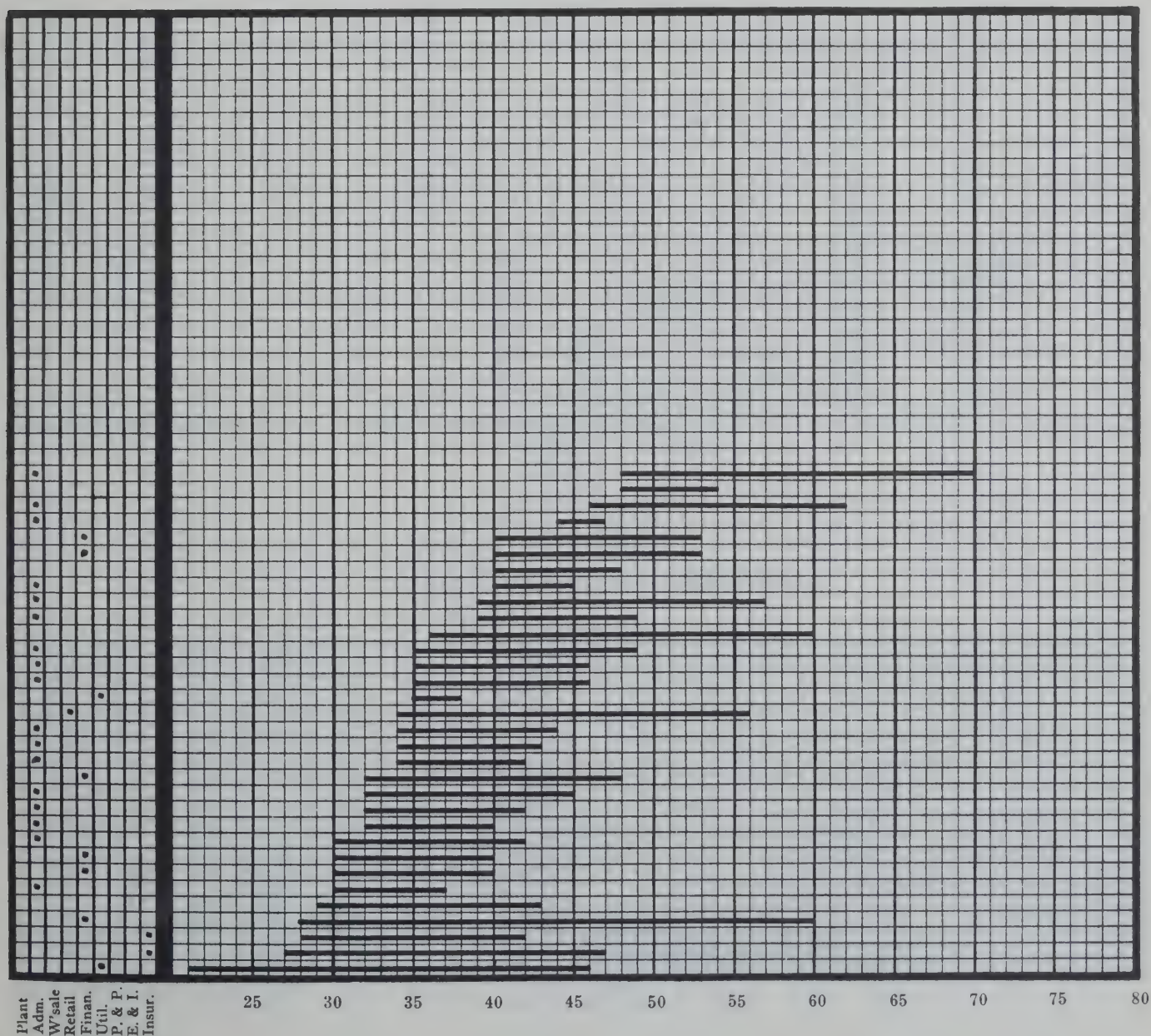
TABULATING MACHINE OPERATOR, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$48		Maximum
			Intermediate Rates
Average Minimum	\$35		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$13		Spread
No. Firms Reporting	32		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TABULATING MACHINE OPERATOR, SR.

Under general supervision, operates all types of tabulating machines (including collator, multiplier, reproducer, summary gang punch and printing tabulator) to produce a variety of specialized tabulations. Operator must be able to wire plugboards for all machines and to set control pins required for any type of tabulation. Must be thoroughly familiar with operation of all machines.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

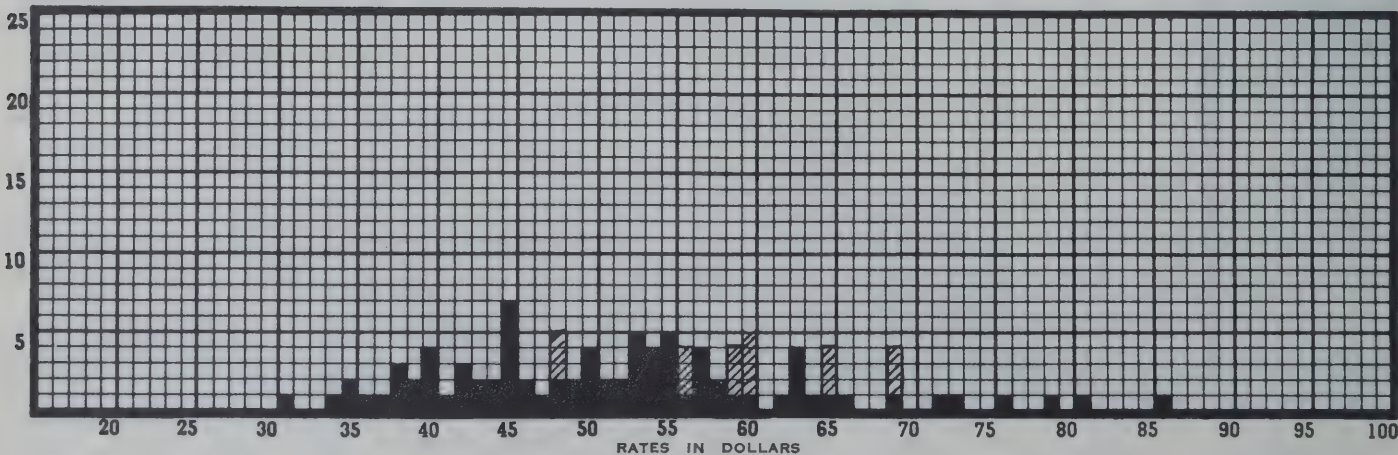
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 45	—	—	—	—	—	—	—	—	—
Median		\$ 53	—	\$ 55	\$ 45	\$ 42	\$ 57	\$ 54	—	\$ 43	\$ 38
Wtd. Average		\$ 53	\$ 45	\$ 56	\$ 45	\$ 45	\$ 59	\$ 54	—	\$ 45	\$ 42
Middle 50%	High	\$ 59	\$ 51	\$ 63	\$ 46	\$ 53	\$ 65	\$ 59	—	\$ 47	\$ 46
	Low	\$ 45	\$ 42	\$ 46	\$ 42	\$ 37	\$ 50	\$ 48	—	\$ 40	\$ 36
No. Firms		78	3	31	4	10	11	5	1	2	7
No. Employees		378	6	118	14	28	29	138	1	6	26

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



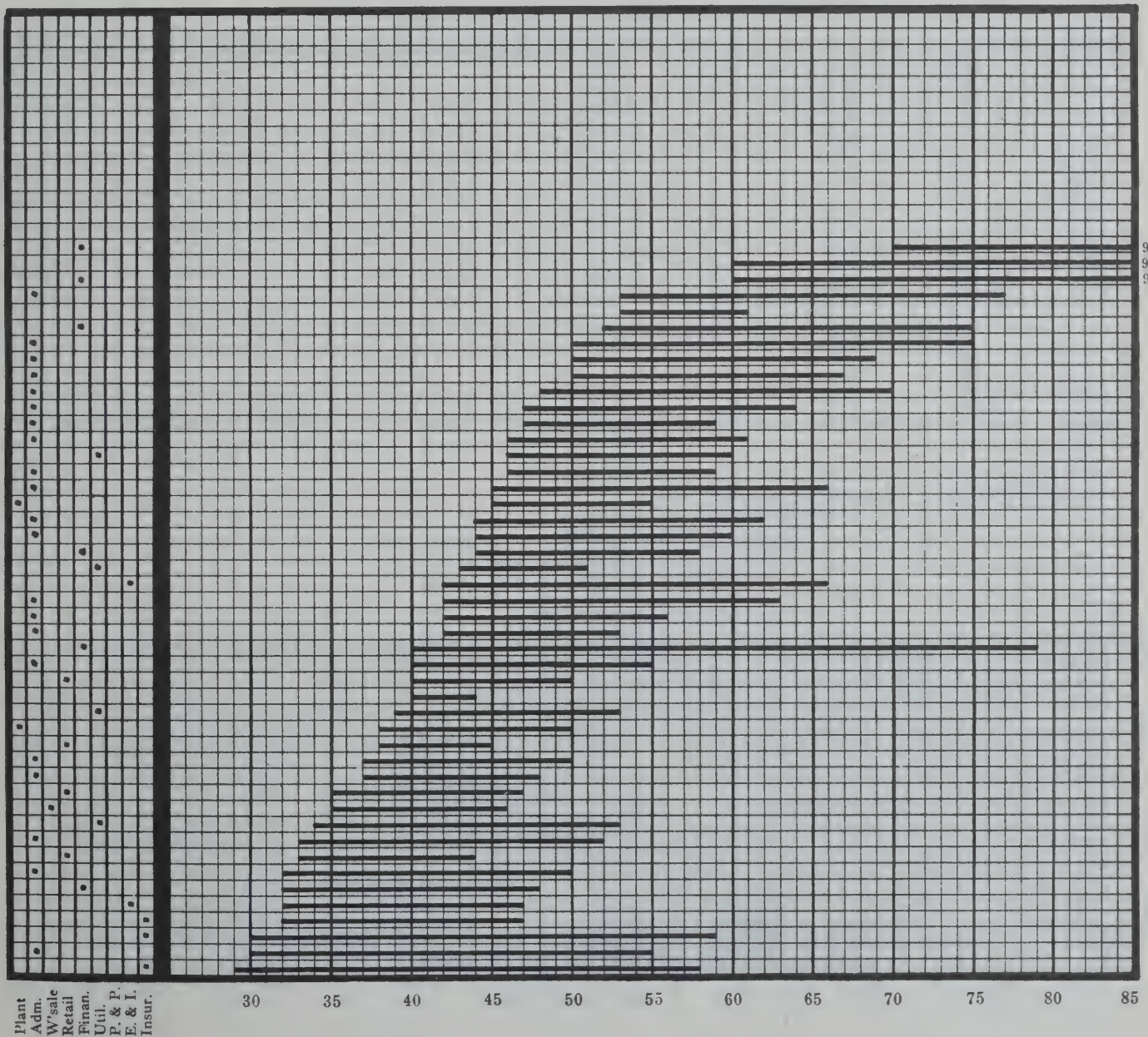
TABULATING MACHINE OPERATOR, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$58		Maximum
			Intermediate Rates
Average Minimum	\$41		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$17		Spread
No. Firms Reporting	46		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TELEPHONE OPERATOR (CHIEF)

Directs activities of PBX TELEPHONE OPERATORS and, in addition, performs telephone operating work. Receives complaints on poor or inadequate service and determines action to be taken.

Our Job Title _____

Labor Grade _____ Points _____

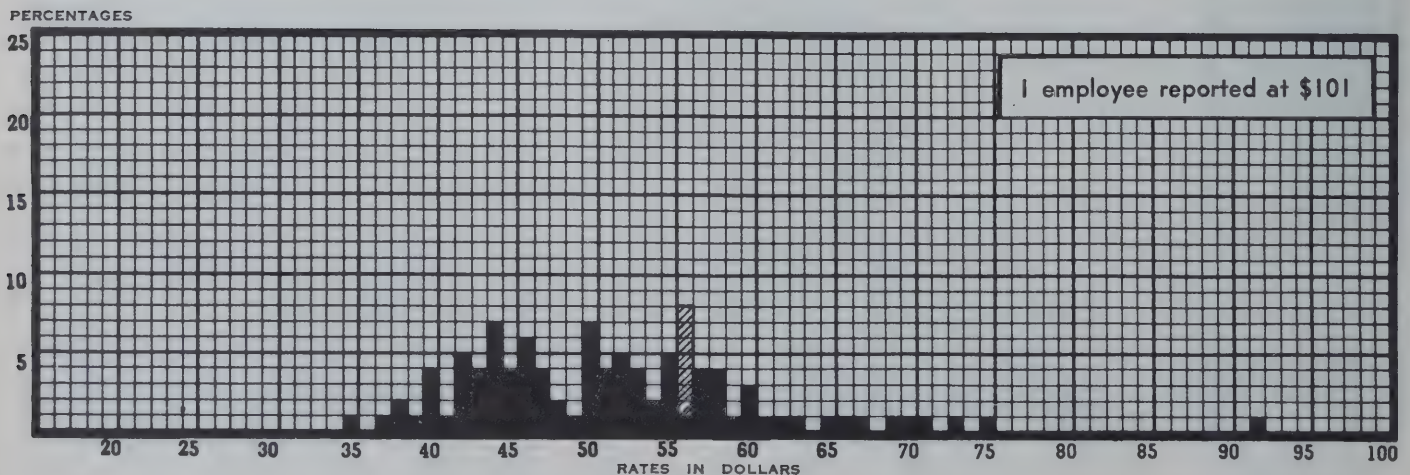
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	\$ 44	—	—	—	—	—
Median		\$ 51	\$ 58	\$ 50	\$ 47	\$ 44	\$ 52	\$ 56	\$ 60	—	\$ 46
Wtd. Average		\$ 52	\$ 56	\$ 52	\$ 49	\$ 46	\$ 54	\$ 55	\$ 61	—	\$ 48
Middle 50% High Low		\$ 56	\$ 60	\$ 58	\$ 53	\$ 53	\$ 57	—	—	—	\$ 50
		\$ 44	\$ 53	\$ 44	\$ 43	\$ 42	\$ 50	—	—	—	\$ 45
No. Firms		123	6	45	8	7	20	3	4	2	7
No. Employees		166	6	58	12	12	20	14	5	2	9

PERCENTAGE DISTRIBUTION OF RATES



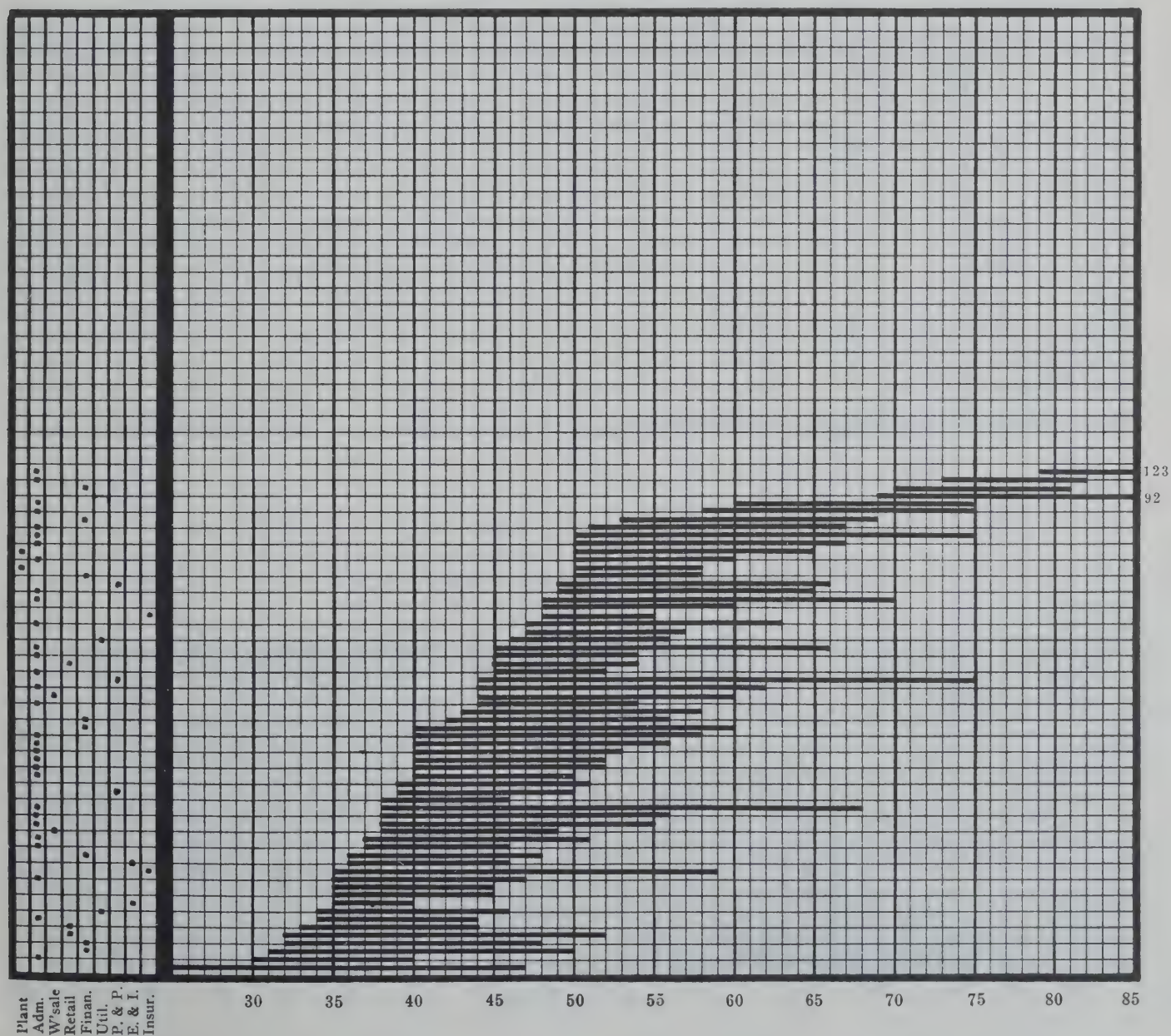
TELEPHONE OPERATOR, CHIEF

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$57		Maximum
			Intermediate Rates
Average Minimum	\$43		Minimum
Modal Minimum	\$40		Hiring Rate
Average Spread	\$14		Spread
No. Firms Reporting	63		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TELEPHONE OPERATOR, MONITOR

Operates monitor switchboard, handling incoming, outgoing, and intraplant or office calls. Records toll calls and takes messages for persons who are out of the office. May supply information to callers, or take orders over telephone. No typing or stenographic duties.

Our Job Title _____

Labor Grade _____ Points _____

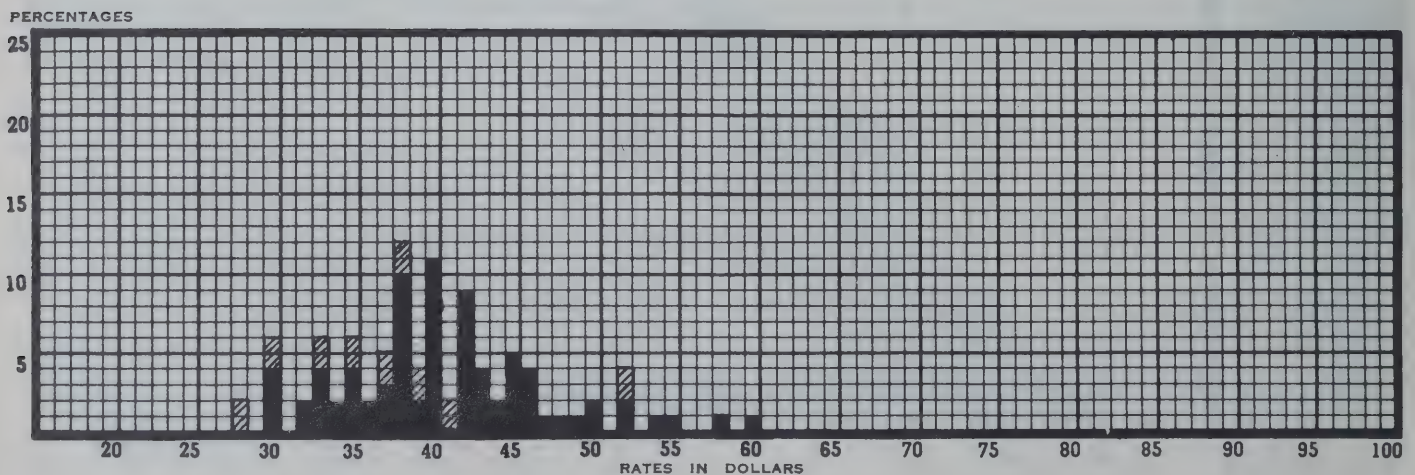
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 40	\$ 39	\$ 45	\$ 38	\$ 32	\$ 36	—	—	—	\$ 39
Wtd. Average		\$ 40	\$ 40	\$ 45	\$ 40	\$ 34	\$ 34	—	—	—	\$ 39
Middle 50%	High	\$ 44	\$ 47	\$ 50	\$ 42	\$ 38	\$ 37	—	—	—	\$ 43
	Low	\$ 35	\$ 33	\$ 41	\$ 33	\$ 30	\$ 33	—	—	—	\$ 38
No. Firms		40	4	11	7	5	2	1	1	2	2
No. Employees		82	7	18	11	10	5	2	2	2	8

PERCENTAGE DISTRIBUTION OF RATES



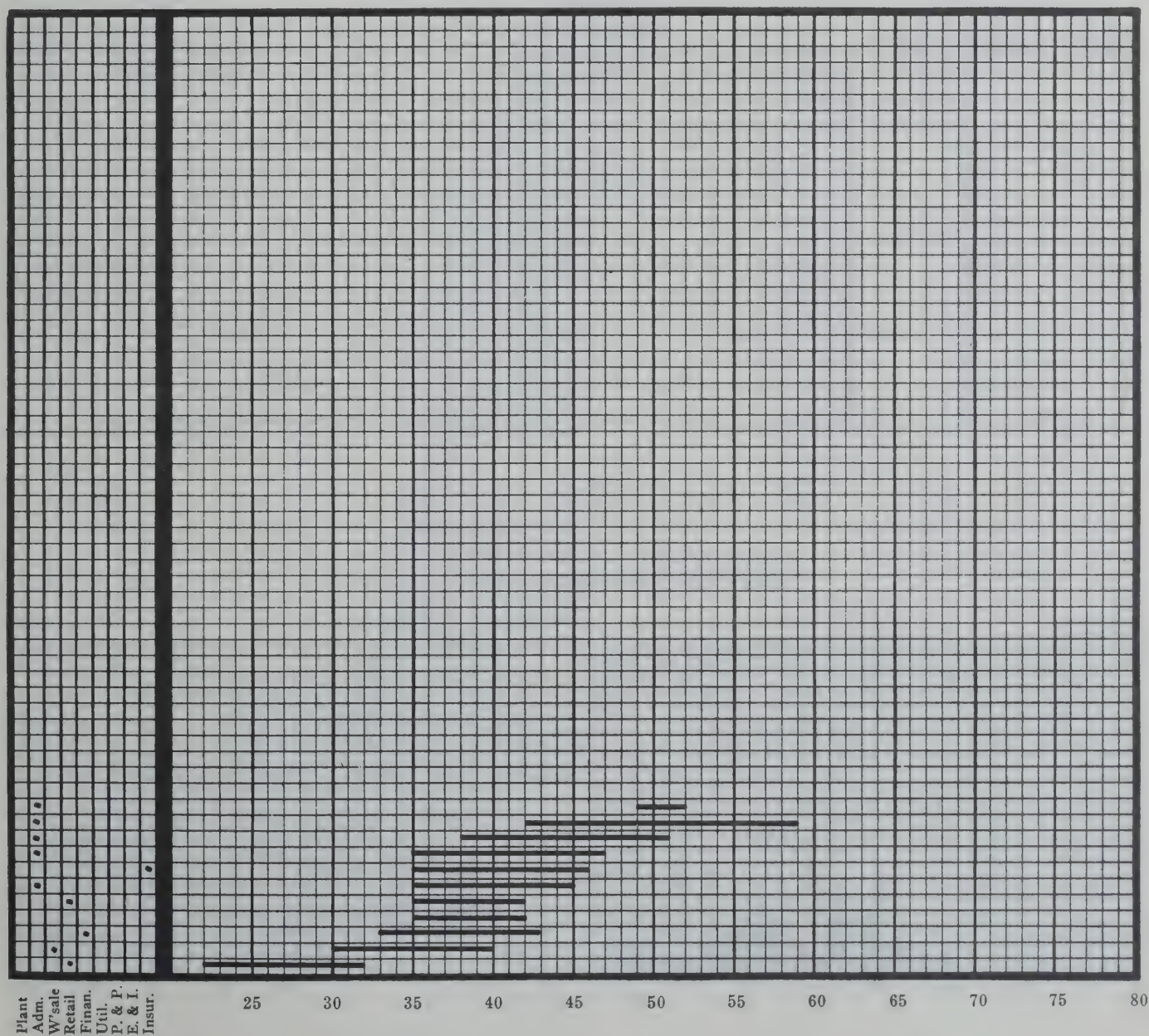
TELEPHONE OPERATOR, MONITOR

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$45		Maximum
			Intermediate Rates
Average Minimum	\$35		Minimum
Modal Minimum	\$35		Hiring Rate
Average Spread	\$10		Spread
No. Firms Reporting	11		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TELEPHONE OPERATOR, PBX

Operates PBX switchboard. May operate inter-office communication system.

Our Job Title _____

Labor Grade _____ Points _____

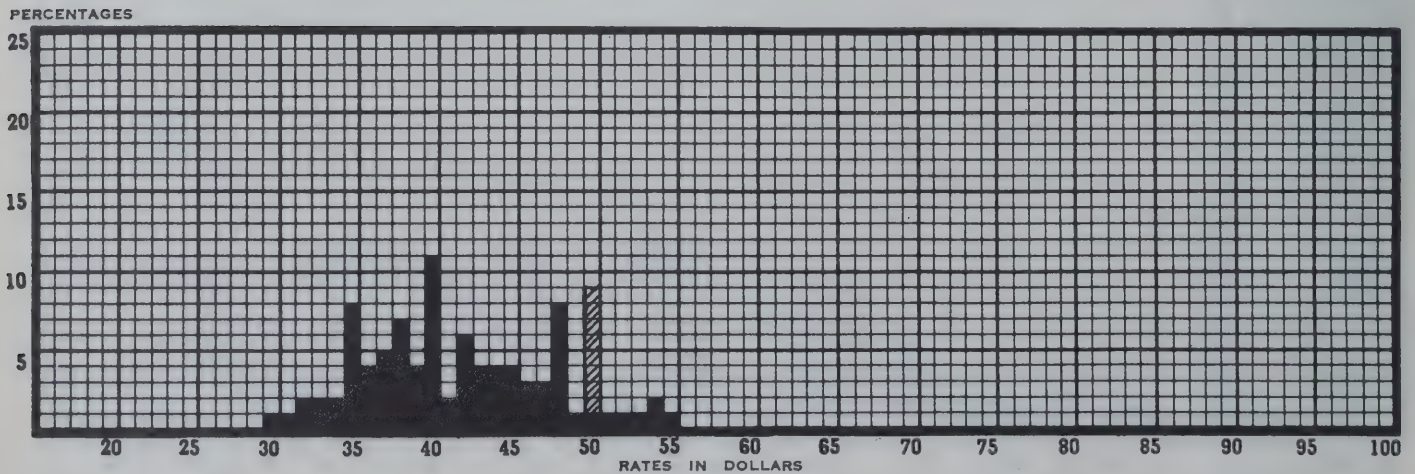
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	\$ 40	\$ 40	\$ 35	—	—	—	—	—
Median		\$ 41	\$ 42	\$ 42	\$ 40	\$ 38	\$ 42	\$ 48	\$ 54	\$ 39	\$ 38
Wtd. Average		\$ 42	\$ 43	\$ 42	\$ 42	\$ 37	\$ 42	\$ 44	\$ 48	\$ 40	\$ 39
Middle 50%	High	\$ 47	\$ 49	\$ 45	\$ 46	\$ 40	\$ 45	\$ 50	\$ 54	\$ 45	\$ 41
	Low	\$ 37	\$ 40	\$ 38	\$ 37	\$ 35	\$ 38	\$ 38	\$ 40	\$ 35	\$ 35
No. Firms		248	16	93	21	18	25	10	11	13	10
No. Employees		1046	35	281	38	96	120	276	45	18	36

PERCENTAGE DISTRIBUTION OF RATES

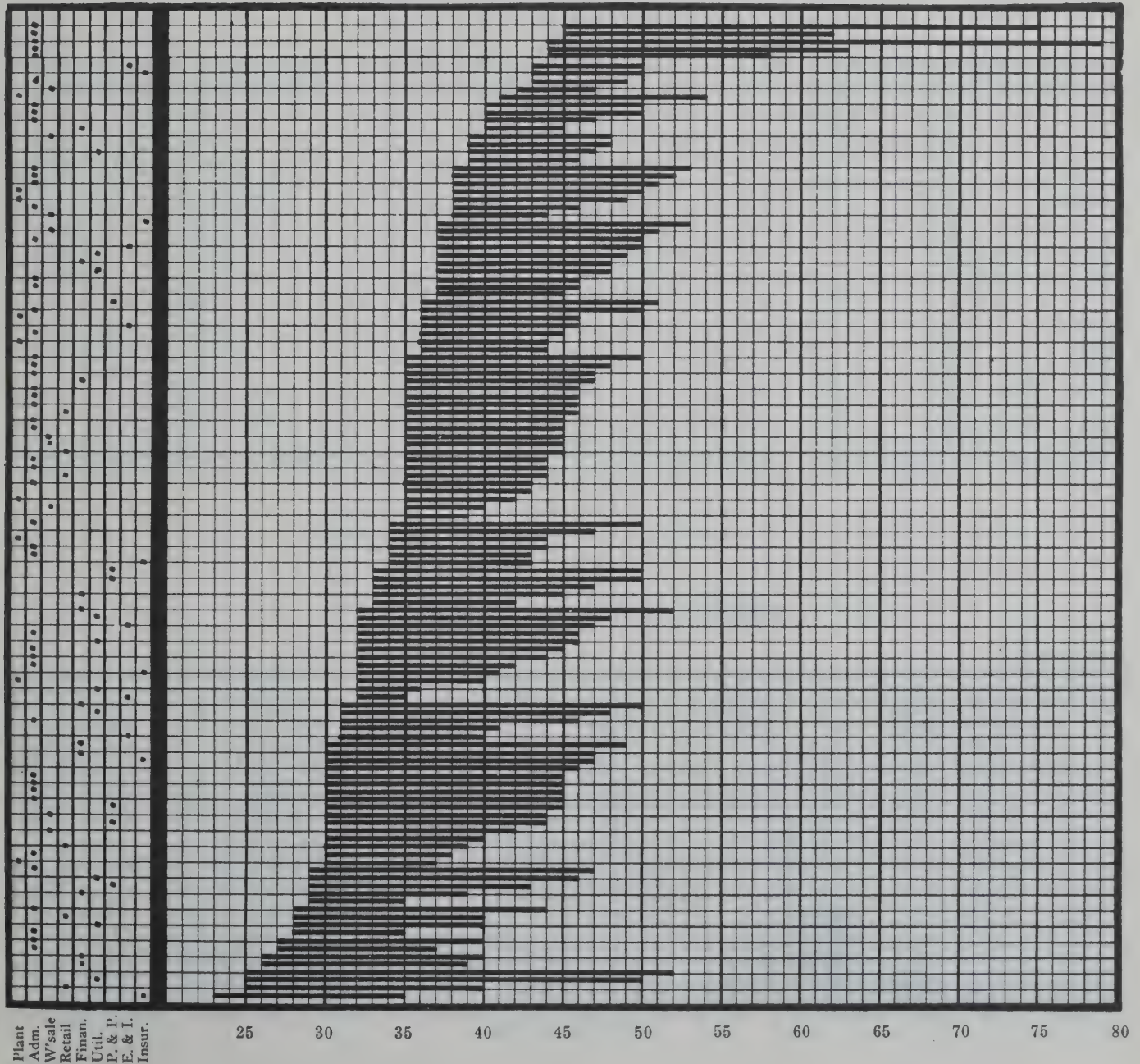


TELEPHONE OPERATOR, PBX

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 45		Maximum
			Intermediate Rates
Average Minimum	\$ 33		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 12		Spread
No. Firms Reporting	124		

DISTRIBUTION OF STRUCTURAL RATES
(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TELETYPE OPERATOR, JR.

Sends, relays, and receives teletype messages over teletype systems such as PBX-TWK private wires and commercial TWX service. May perform miscellaneous clerical work.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

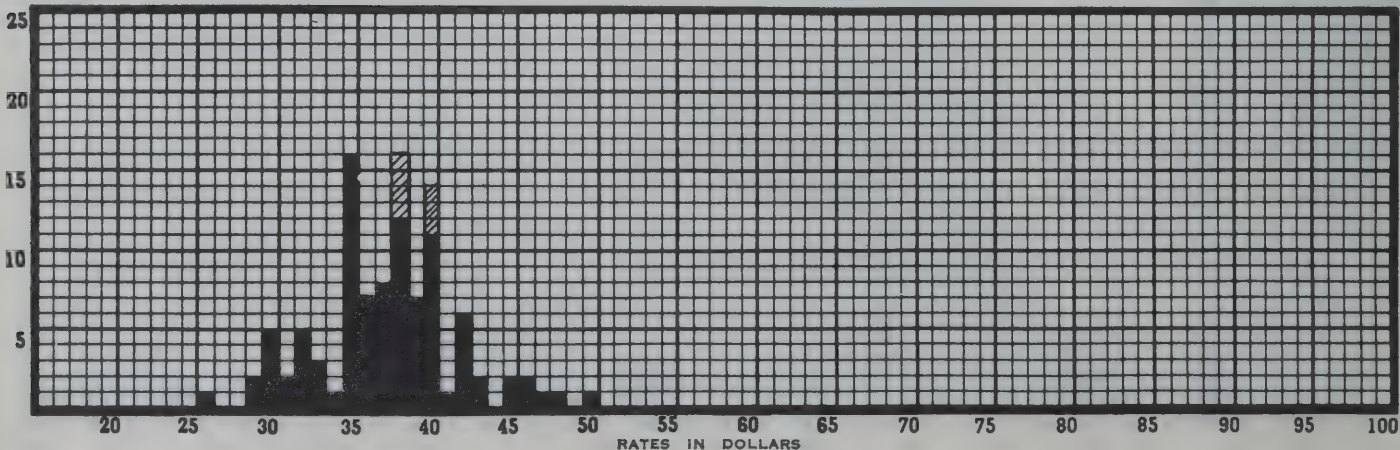
Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 38	—	—	—	—	—	—	—
Median		\$ 38	—	\$ 38	\$ 38	\$ 35	\$ 35	—	\$ 39	—	—
Wtd. Average		\$ 37	—	\$ 38	\$ 38	\$ 34	\$ 38	—	\$ 39	—	—
Middle 50%	High	\$ 40	—	\$ 40	—	\$ 37	\$ 42	—	—	—	—
	Low	\$ 35	—	\$ 35	—	\$ 31	\$ 33	—	—	—	—
No. Firms		53	1	29	4	5	5	1	2	—	2
No. Employees		103	1	61	5	7	15	1	5	—	3

PERCENTAGE DISTRIBUTION OF RATES

PERCENTAGES



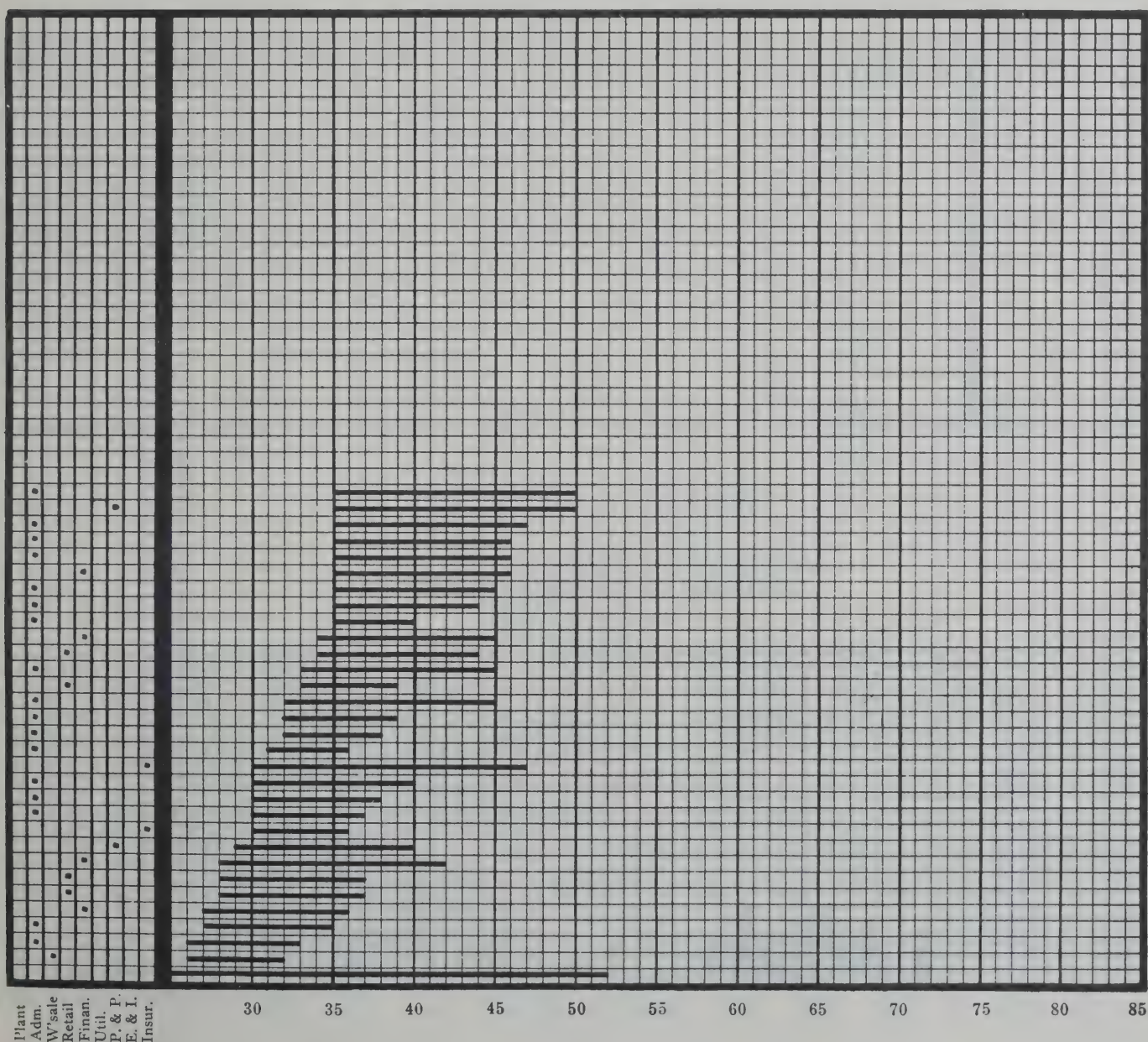
TELETYPE OPERATOR, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 43		Maximum
			Intermediate Rates
Average Minimum	\$ 32		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 11		Spread
No. Firms Reporting	38		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TELETYPE OPERATOR, SR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

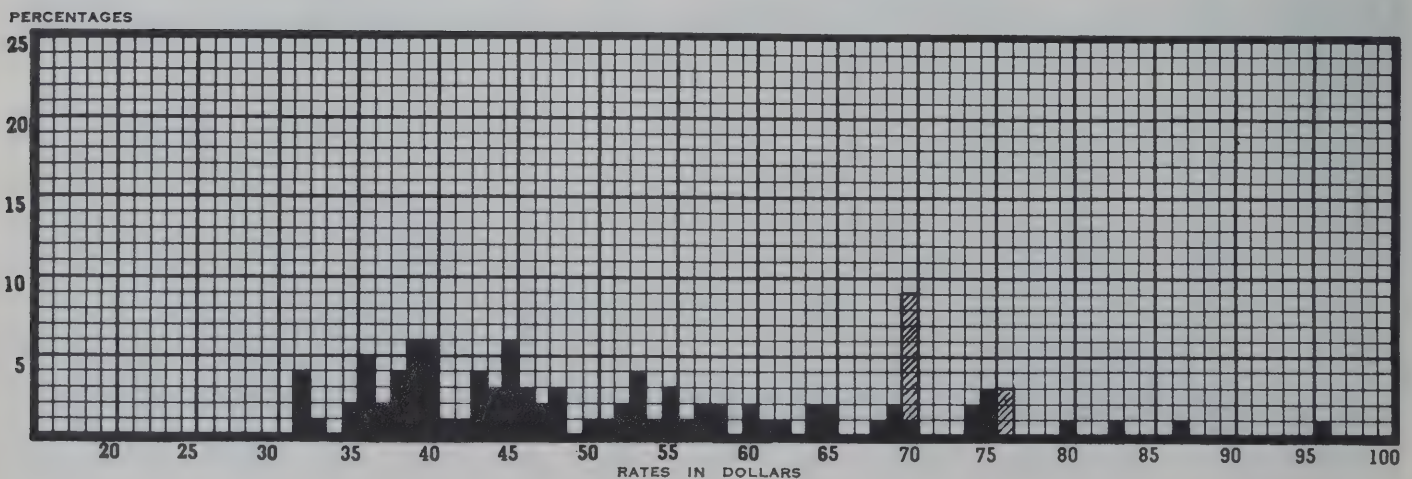
Notes _____

Same as JUNIOR grade but employed where pressure of work requires constant and most efficient operation of equipment.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 47	—	\$ 44	—	—	\$ 68	\$ 65	\$ 80	\$ 43	\$ 38
Wtd. Average		\$ 52	—	\$ 44	\$ 40	—	\$ 64	\$ 61	\$ 75	\$ 42	\$ 39
Middle 50% High		\$ 65	—	\$ 47	—	—	\$ 70	\$ 75	\$ 96	—	\$ 39
Low		\$ 40	—	\$ 40	—	—	\$ 55	\$ 53	\$ 57	—	\$ 35
No. Firms		43	—	18	4	—	8	2	2	3	3
No. Employees		170	—	61	4	—	62	8	7	6	7

PERCENTAGE DISTRIBUTION OF RATES



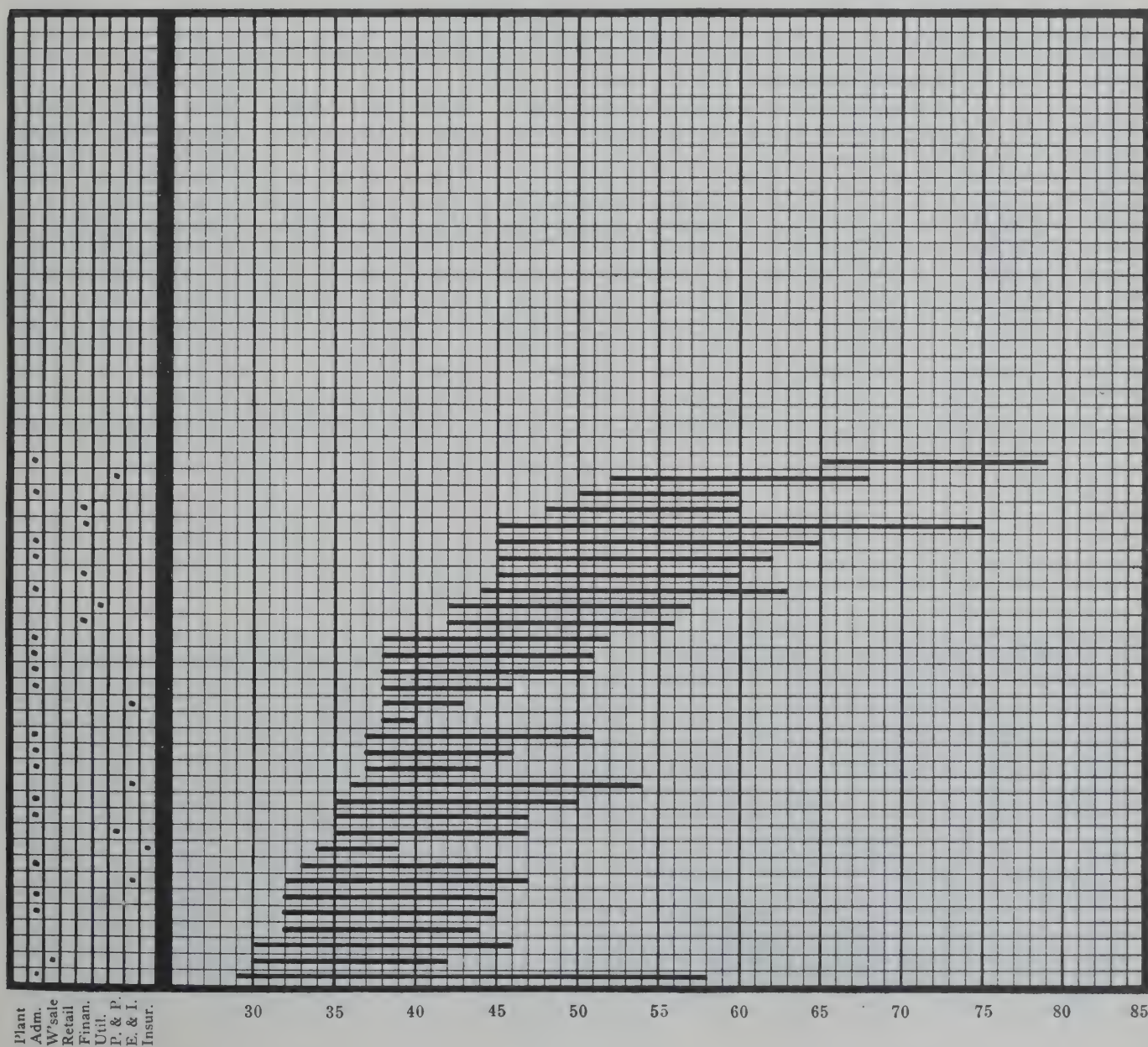
TELETYPE OPERATOR, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 53		Maximum
			Intermediate Rates
Average Minimum	\$ 39		Minimum
Modal Minimum	\$ 38		Hiring Rate
Average Spread	\$ 14		Spread
No. Firms Reporting	33		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TRAFFIC CLERK, JR.

Under supervision prepares tonnage statements, traces shipments, prepares claim forms, checks freight bills against rate charts, files correspondence and rate schedules. May need some knowledge of typing. Requires little experience.

Our Job Title _____

Labor Grade _____ Points _____

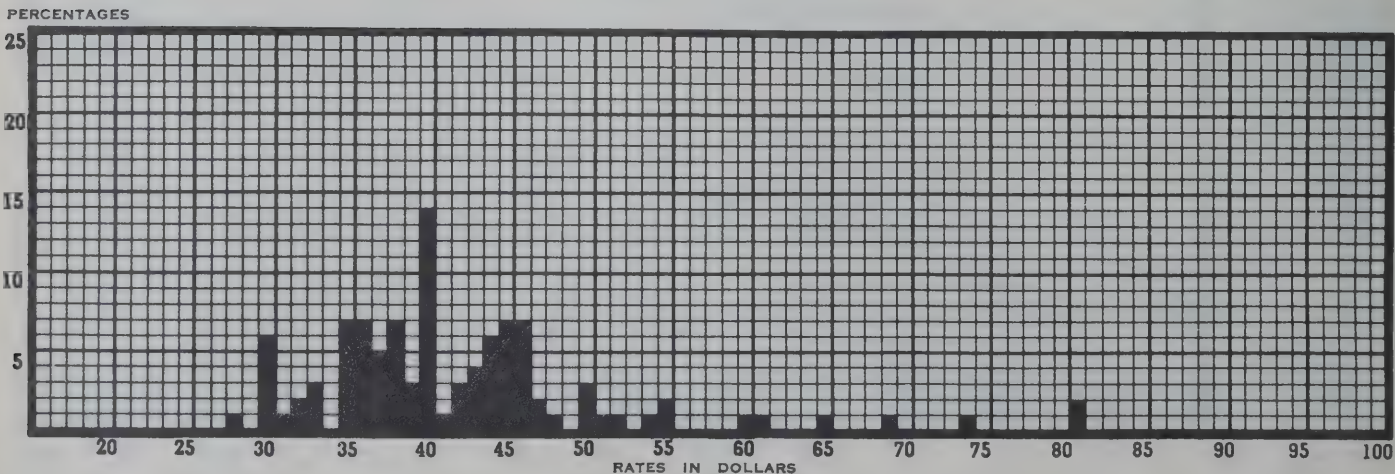
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd _____	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 40	—	—	—	—	—	—	—	—	—
Median		\$ 40	\$ 40	\$ 40	\$ 51	\$ 36	—	\$ 35	—	\$ 40	—
Wtd. Average		\$ 42	\$ 39	\$ 42	\$ 51	\$ 35	—	\$ 35	\$ 40	\$ 42	—
Middle 50%	High	\$ 45	\$ 40	\$ 44	\$ 65	\$ 38	—	\$ 37	—	\$ 46	—
	Low	\$ 36	\$ 38	\$ 36	\$ 40	\$ 32	—	\$ 33	—	\$ 40	—
No. Firms		50	3	29	4	3	—	1	1	6	—
No. Employees		120	5	58	5	5	—	6	4	21	—

PERCENTAGE DISTRIBUTION OF RATES



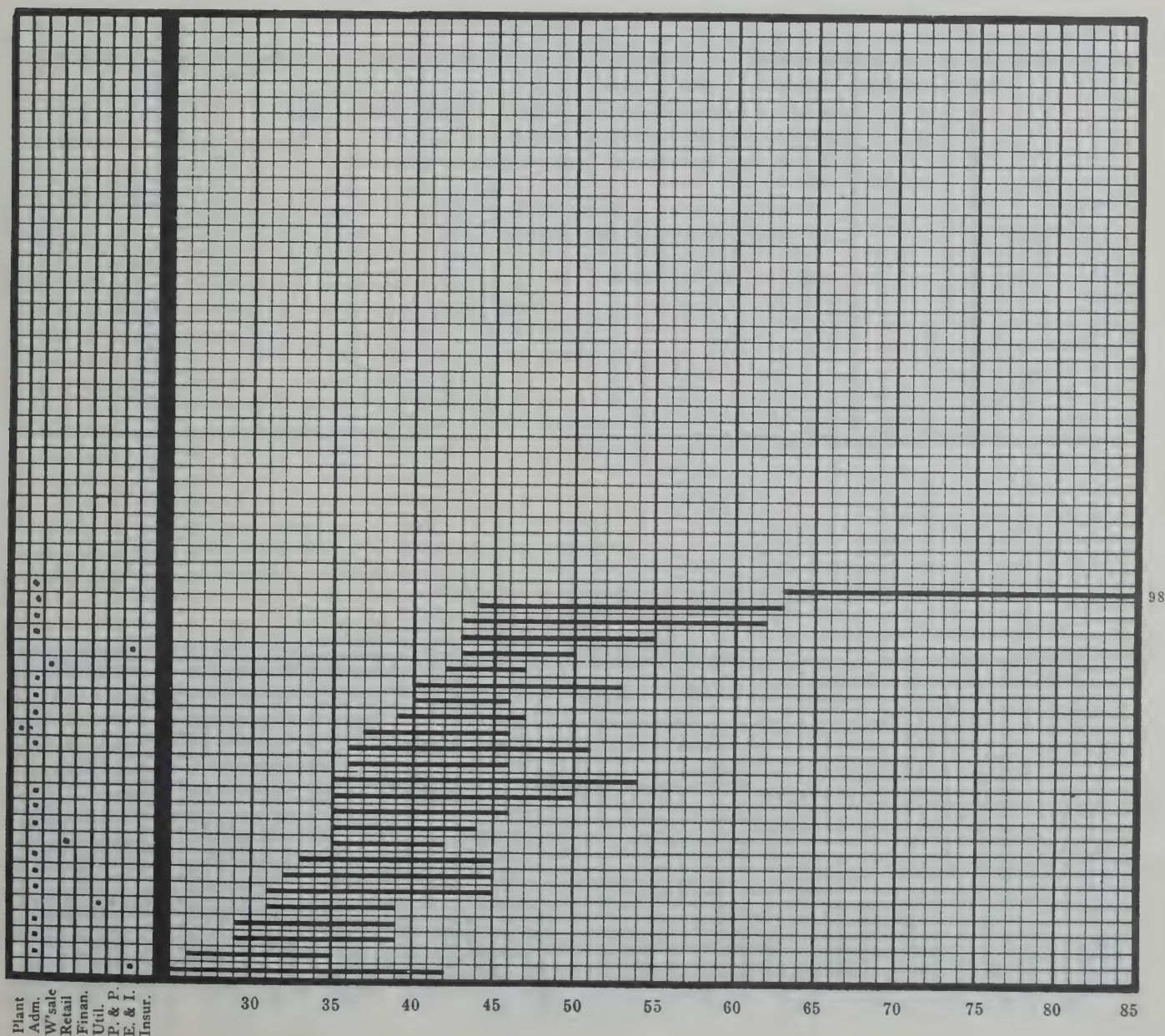
TRAFFIC CLERK, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 49		Maximum
			Intermediate Rates
Average Minimum	\$ 37		Minimum
Modal Minimum	\$ 35		Hiring Rate
Average Spread	\$ 12		Spread
No. Firms Reporting	25		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TRAFFIC CLERK, SR.

Our Job Title _____

Labor Grade _____ Points _____

Grade Points From _____ To _____

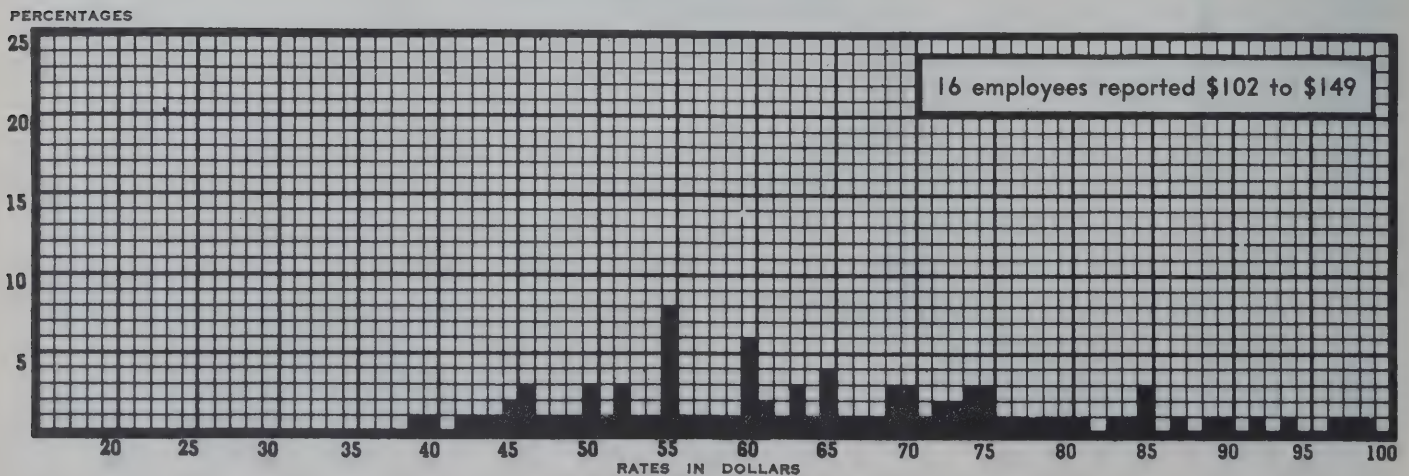
Notes _____

Under general supervision of Traffic Manager handles tariff problems of extreme complexity, determining most economical means of shipping. Supervises TRAFFIC CLERK, JUNIOR, RATE CLERK, JUNIOR, and RATE CLERK, SENIOR.

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 55	—	—	—	—	—	—	—	\$ 55	—
Median		\$ 65	\$ 54	\$ 73	\$ 60	\$ 57	—	—	—	\$ 55	—
Wtd. Average		\$ 70	\$ 56	\$ 80	\$ 65	\$ 60	—	—	—	\$ 58	—
Middle 50%	High	\$ 77	\$ 70	\$ 90	\$ 76	\$ 65	—	—	—	\$ 65	—
	Low	\$ 55	\$ 46	\$ 61	\$ 54	\$ 52	—	—	—	\$ 50	—
No. Firms		67	3	36	6	4	1	1	1	10	1
No. Employees		181	8	81	7	10	1	1	2	42	1

PERCENTAGE DISTRIBUTION OF RATES



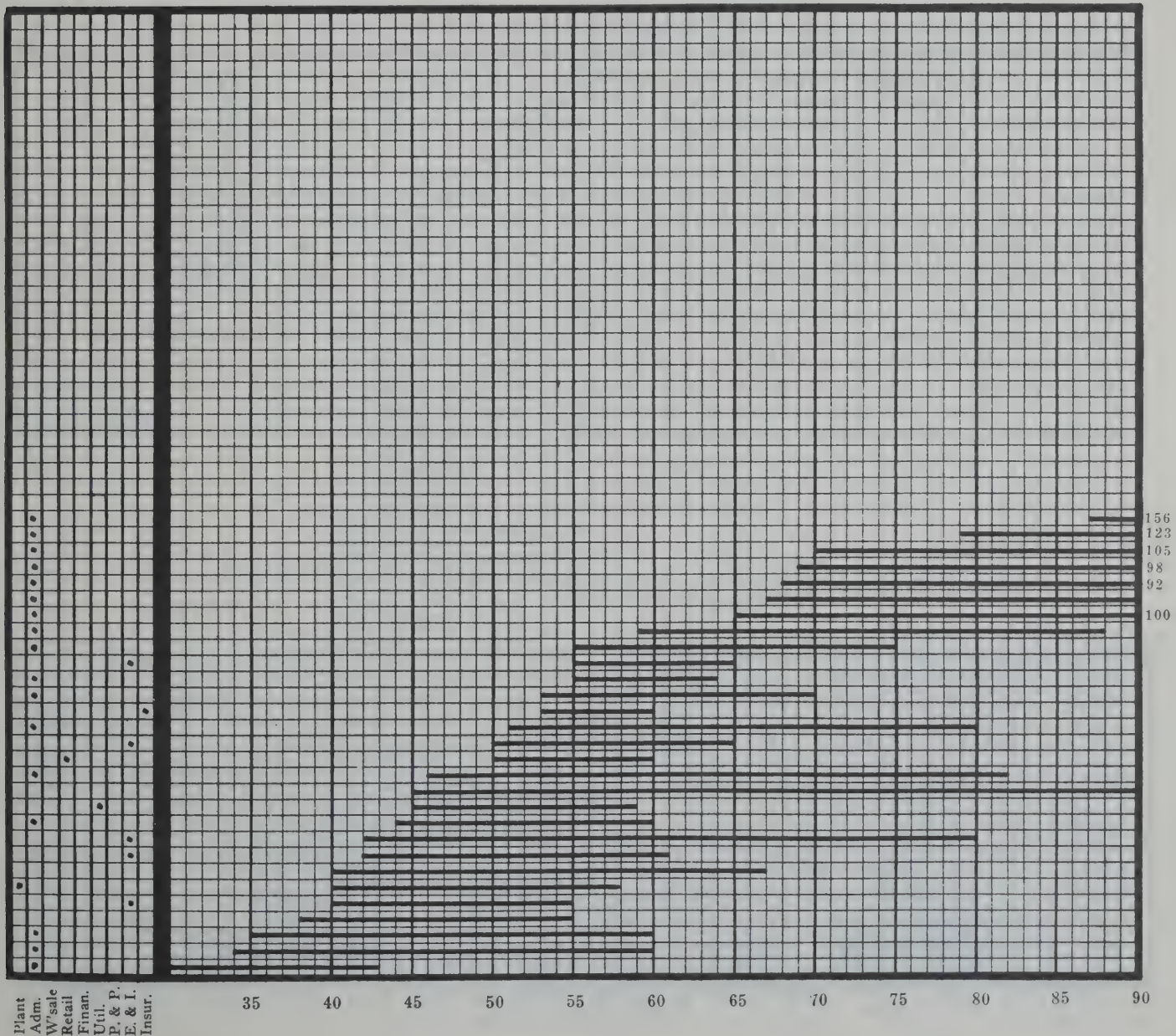
TRAFFIC CLERK, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 76		Maximum
			Intermediate Rates
Average Minimum	\$ 52		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$ 24		Spread
No. Firms Reporting	29		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TYPIST, JR.

Under close supervision, straight typing from plain or corrected copy of simple, routine form letters, reports, charts; addresses envelopes. Requires little or no planning of set-up or arrangement. Minimum of initiative and judgment. May perform simple, routine clerical duties, as assigned.

Our Job Title _____

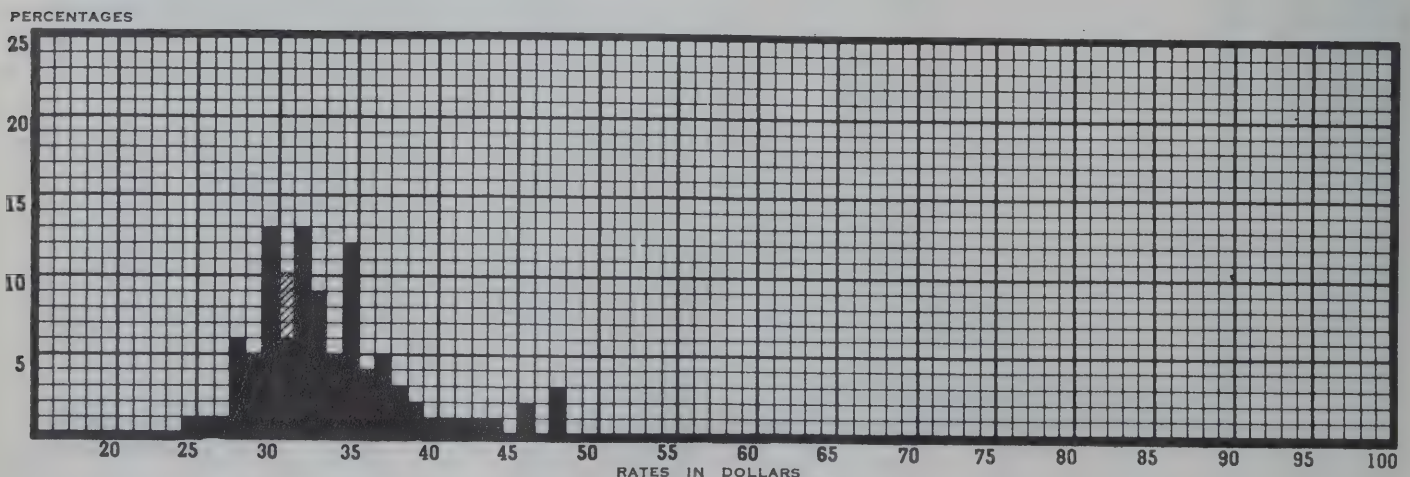
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	\$ 35	—	—	—	—	—	—	—
Median		\$ 32	\$ 33	\$ 34	\$ 35	\$ 34	\$ 32	\$ 34	\$ 34	\$ 35	\$ 31
Wtd. Average		\$ 34	\$ 33	\$ 34	\$ 34	\$ 33	\$ 33	\$ 38	\$ 35	\$ 35	\$ 31
Middle 50% High		\$ 35	\$ 35	\$ 37	\$ 36	\$ 35	\$ 35	\$ 46	\$ 36	\$ 39	\$ 32
Low		\$ 30	\$ 30	\$ 31	\$ 32	\$ 32	\$ 30	\$ 32	\$ 31	\$ 32	\$ 30
No. Firms		164	9	57	13	10	18	7	7	7	11
No. Employees		1791	50	470	74	94	199	222	92	56	386

PERCENTAGE DISTRIBUTION OF RATES

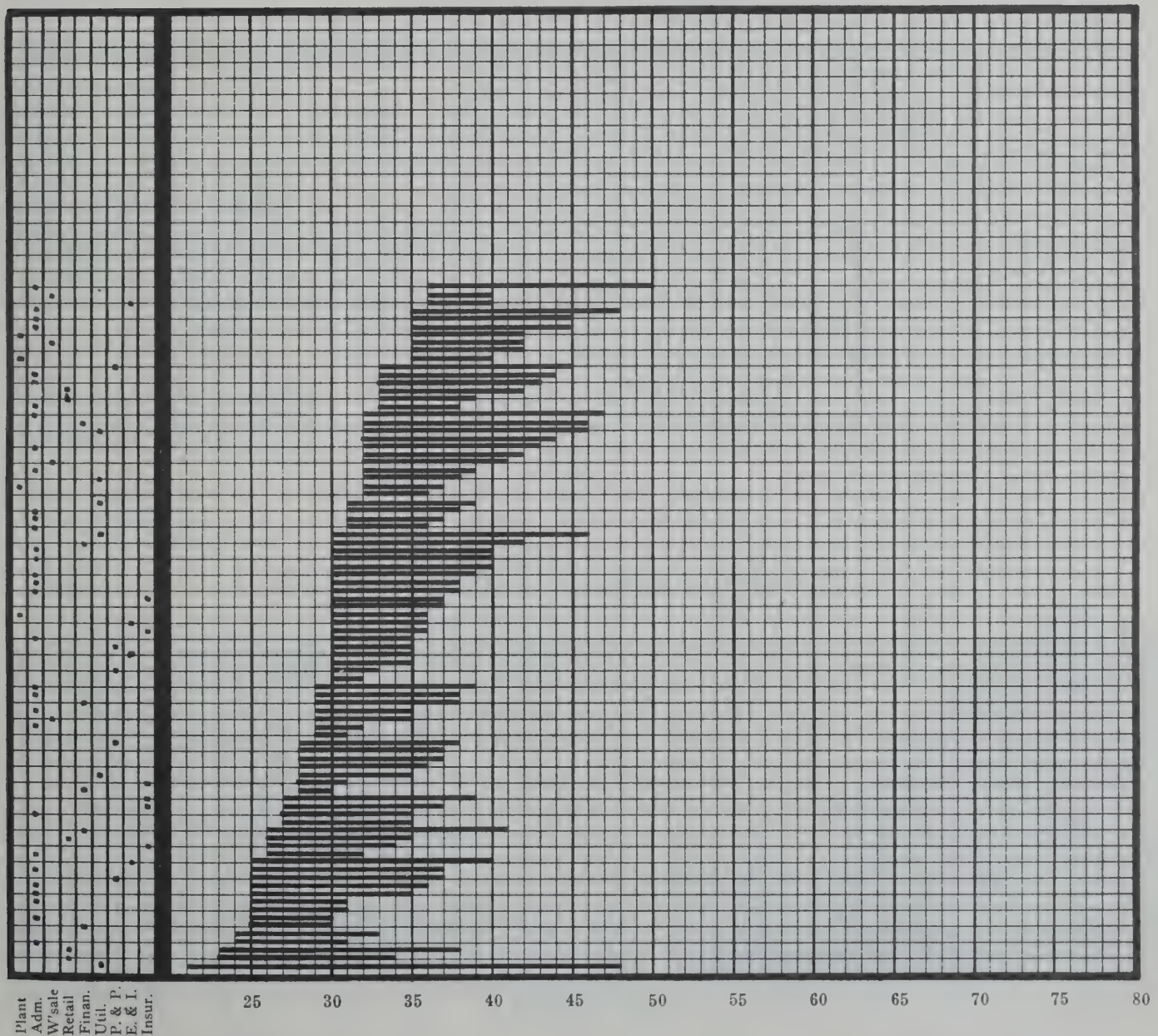
TYPIST, JR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 38		Maximum
			Intermediate Rates
Average Minimum	\$ 30		Minimum
Modal Minimum	\$ 30		Hiring Rate
Average Spread	\$ 8		Spread
No. Firms Reporting	87		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TYPIST, SR.

Under general supervision, types varied material of more than average difficulty from clean copy or rough draft. Involves planning set-up and arrangement of work and exercise of some initiative and judgment, e. g., correction of errors in spelling, grammar, punctuation, etc. Requires more than ordinary care, skill, speed, and knowledge. Includes all-purpose typist in small office. Requires experience. No stenography.

Our Job Title _____

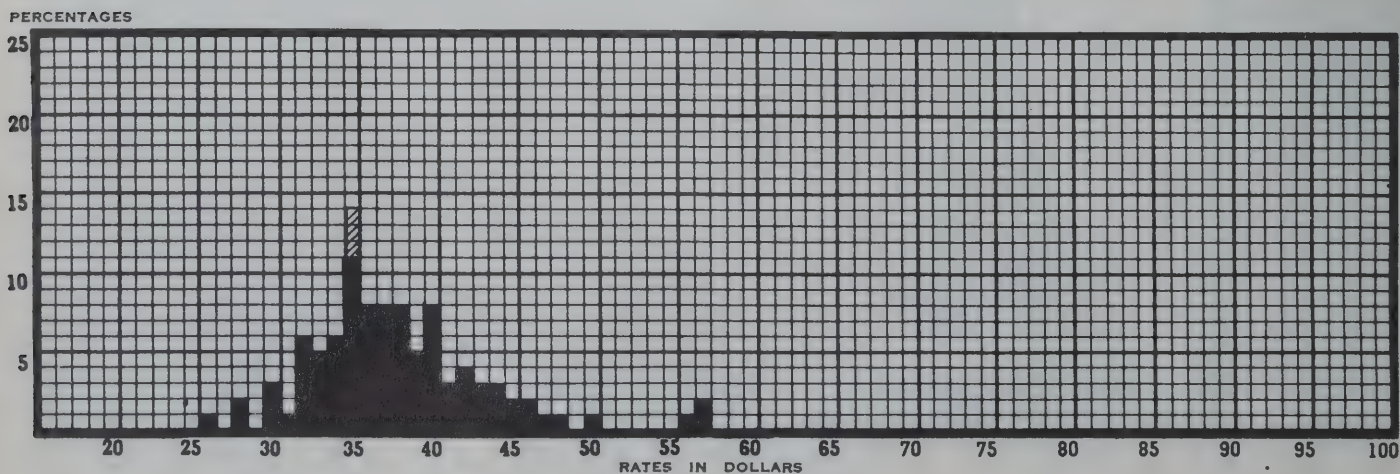
Labor Grade _____ Points _____

Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 35	—	—	—	—	\$ 35	—	—
Median		\$ 37	\$ 40	\$ 39	\$ 38	\$ 34	\$ 38	\$ 36	\$ 38	\$ 40	\$ 35
Wtd. Average		\$ 38	\$ 39	\$ 39	\$ 39	\$ 34	\$ 38	\$ 39	\$ 38	\$ 41	\$ 35
Middle 50%	High	\$ 40	\$ 43	\$ 42	\$ 40	\$ 37	\$ 41	\$ 40	\$ 40	\$ 43	\$ 37
	Low	\$ 35	\$ 35	\$ 35	\$ 37	\$ 30	\$ 36	\$ 34	\$ 35	\$ 38	\$ 33
No. Firms		140	9	51	12	8	8	5	7	7	10
No. Employees		1675	40	512	63	61	287	305	27	34	195

PERCENTAGE DISTRIBUTION OF RATES

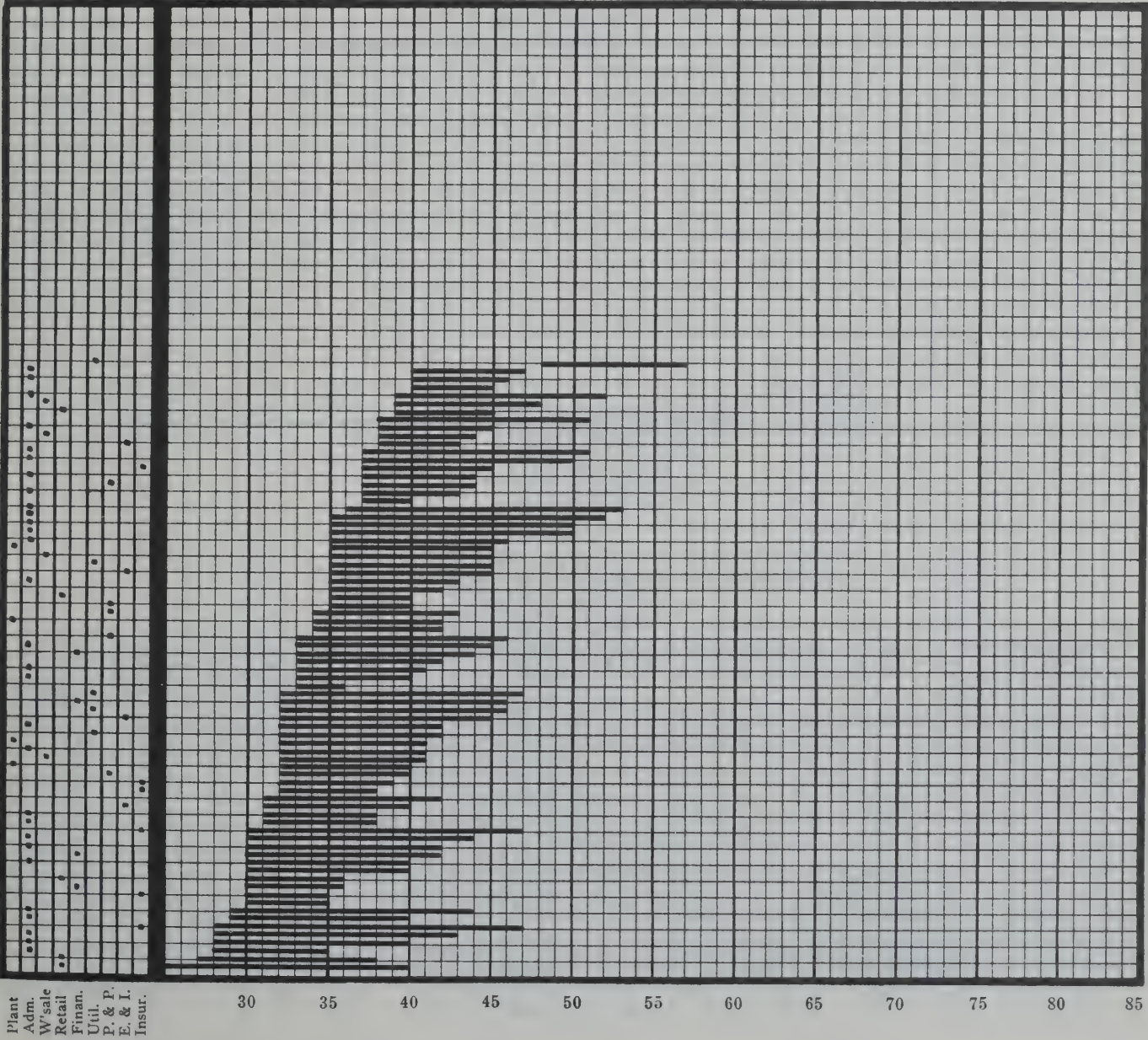
TYPIST, SR.

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 43		Maximum
			Intermediate Rates
Average Minimum	\$ 34		Minimum
Modal Minimum	\$ 32		Hiring Rate
Average Spread	\$ 9		Spread
No. Firms Reporting	76		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

TYPIST-CLERK

Performs expert rapid typing and, in addition, moderately difficult clerical work. No stenography.

Our Job Title _____

Labor Grade _____ Points _____

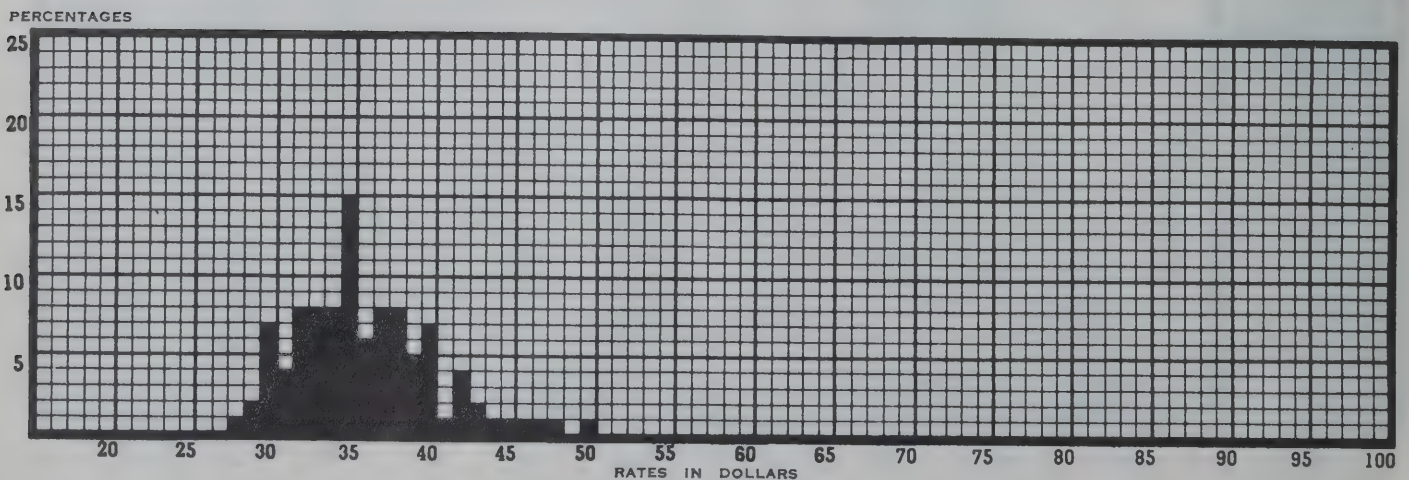
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		\$ 35	—	\$ 35	—	—	\$ 37	—	—	—	—
Median		\$ 35	\$ 38	\$ 37	\$ 38	\$ 34	\$ 37	\$ 34	\$ 35	\$ 37	\$ 34
Wtd. Average		\$ 36	\$ 38	\$ 37	\$ 38	\$ 34	\$ 36	\$ 36	\$ 35	\$ 38	\$ 34
Middle 50% High		\$ 39	\$ 44	\$ 40	\$ 40	\$ 36	\$ 38	\$ 38	\$ 37	\$ 40	\$ 34
Low		\$ 33	\$ 35	\$ 33	\$ 35	\$ 32	\$ 34	\$ 32	\$ 33	\$ 35	\$ 32
No. Firms		137	11	46	17	8	11	4	4	4	9
No. Employees		1084	21	371	73	133	90	43	20	27	134

PERCENTAGE DISTRIBUTION OF RATES



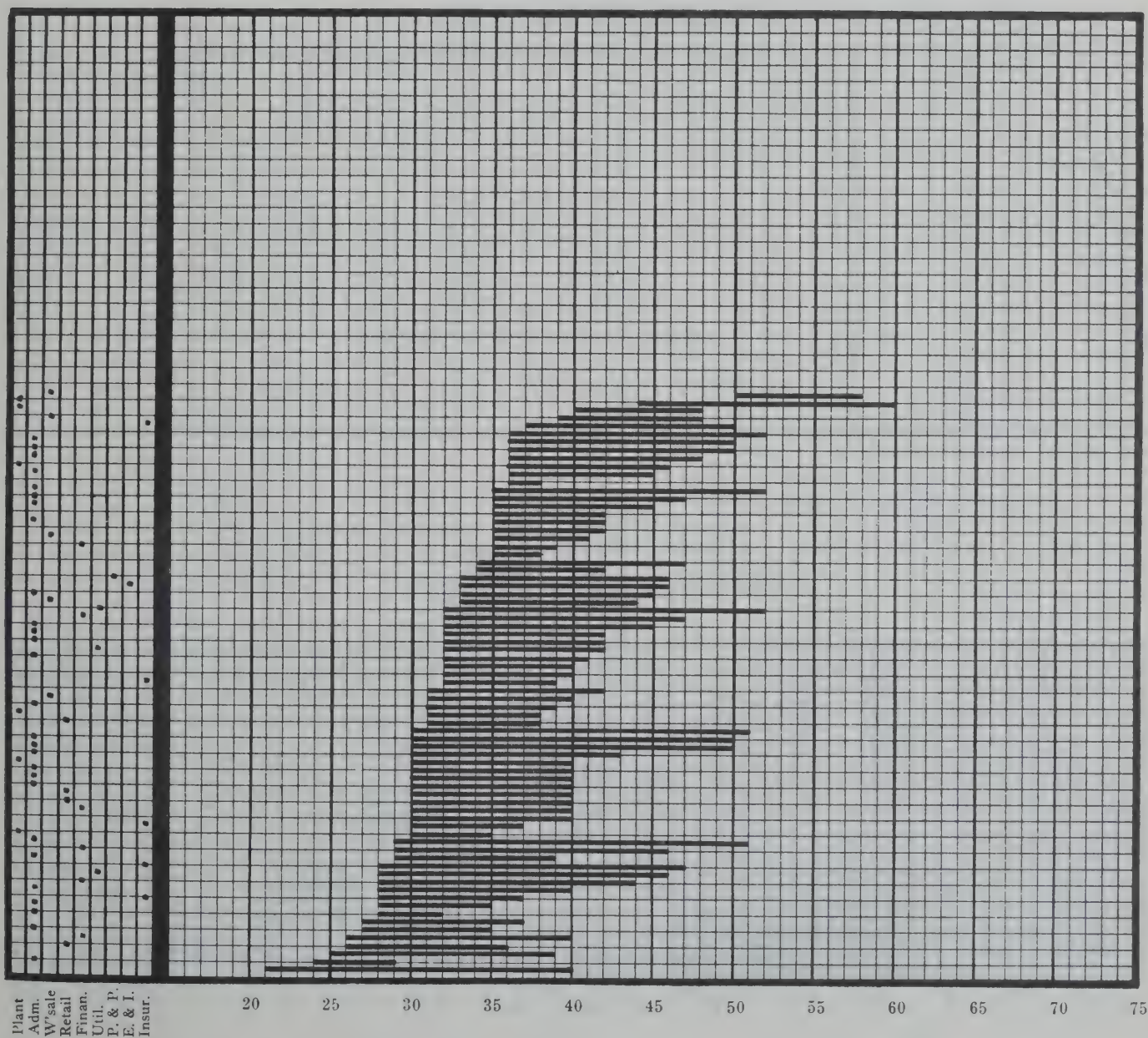
TYPIST — CLERK

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$ 43		Maximum
			Intermediate Rates
Average Minimum	\$ 32		Minimum
Modal Minimum	\$ 30		Hiring Rate
Average Spread	\$ 11		Spread
No. Firms Reporting	73		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

VARITYPE MACHINE OPERATOR

From prepared copy, types on paper, or cuts stencils for use on duplicating machine, using machine similar to typewriter but having removable type of several styles and sizes. Lays out work by marking words or letters with the size and style type to be used, counting the words and letters and arranging the spacing so that work is evenly aligned at both margins and is centered on the page; selects proper style and size of type to make attractive copy.

Our Job Title _____

Labor Grade _____ Points _____

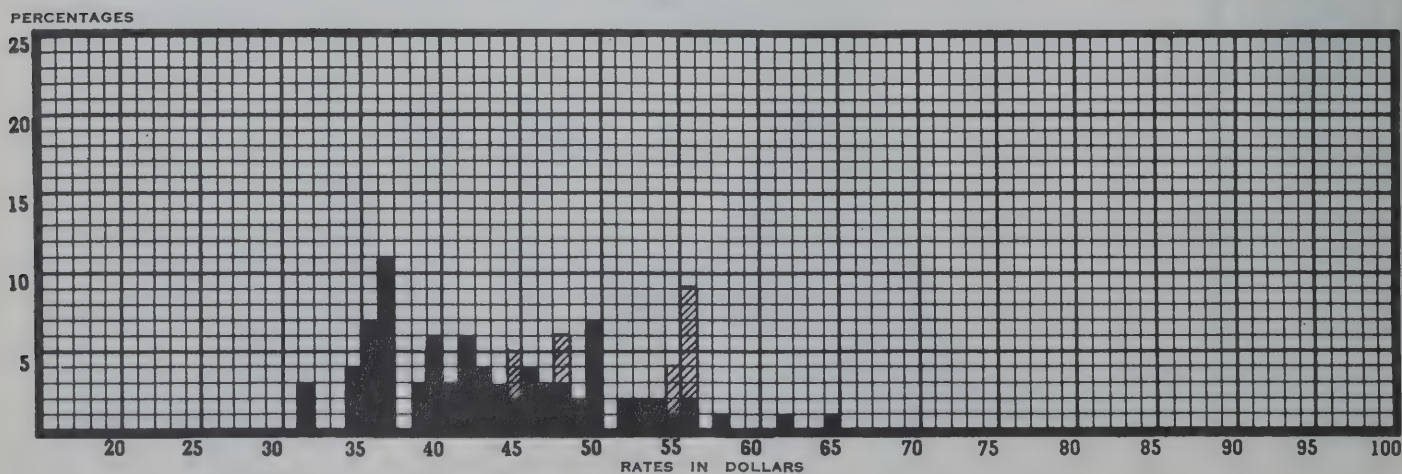
Grade Points From _____ To _____

Notes _____

ANALYSIS OF SALARY RATES

	Our Rates Est'd	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	P'tg. & Pub.	Exp. & Imp.	Insur- ance
Mode		—	—	—	—	—	—	—	—	—	—
Median		\$ 45	—	\$ 47	—	\$ 39	—	\$ 45	—	—	—
Wtd. Average		\$ 43	—	\$ 47	—	\$ 40	—	\$ 48	—	—	—
Middle 50% High Low	High	\$ 50	—	\$ 54	—	\$ 45	—	\$ 55	—	—	—
	Low	\$ 39	—	\$ 40	—	\$ 36	—	\$ 42	—	—	—
No. Firms		48	1	18	—	5	3	4	1	3	1
No. Employees		112	1	55	—	8	3	14	1	3	1

PERCENTAGE DISTRIBUTION OF RATES



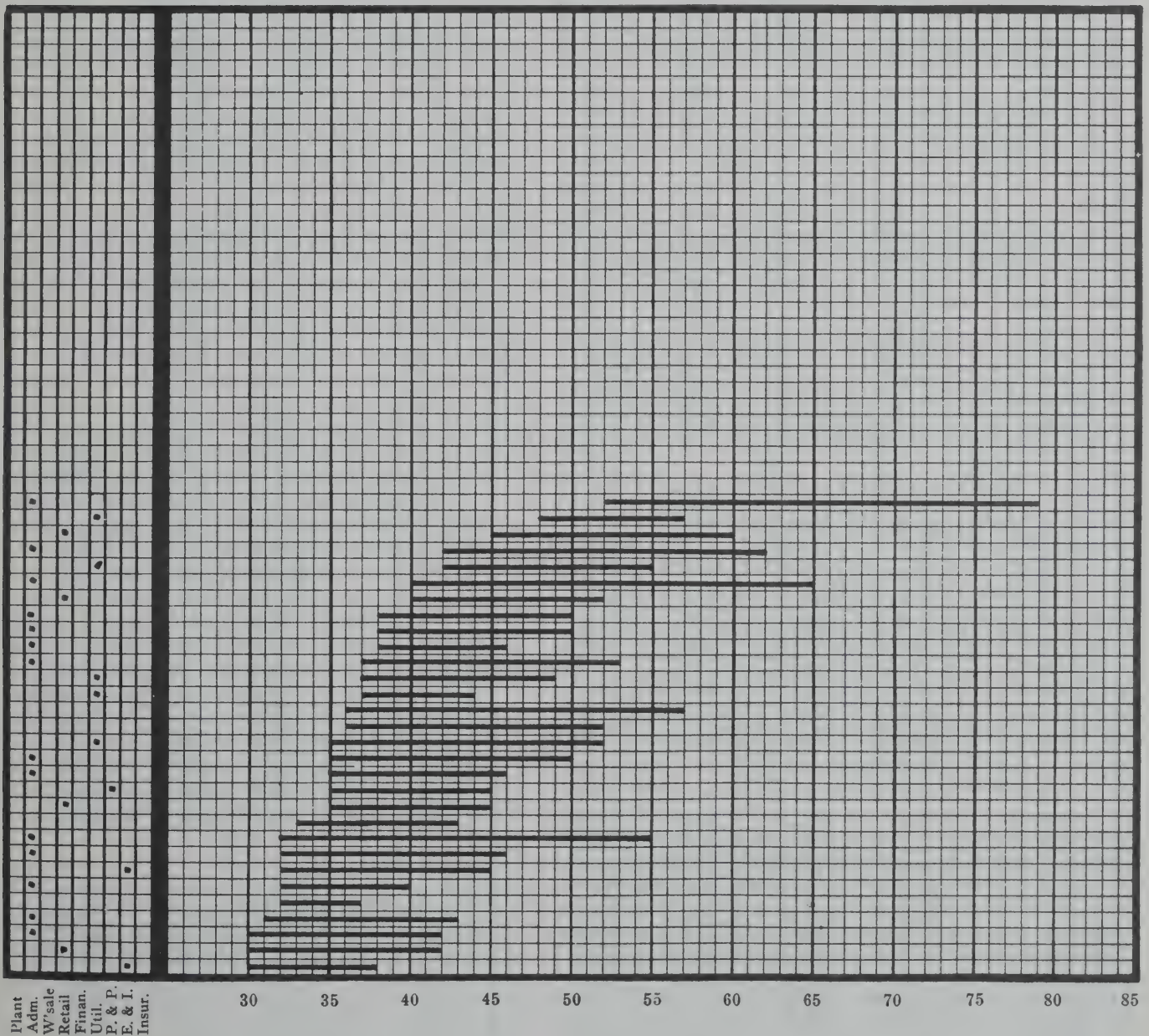
VARITYPE MACHINE OPERATOR

ANALYSIS OF STRUCTURAL RATES

Reported Rates		Our Rates (Est'd.)	
Average Maximum	\$50		Maximum
			Intermediate Rates
Average Minimum	\$36		Minimum
Modal Minimum	—		Hiring Rate
Average Spread	\$14		Spread
No. Firms Reporting	29		

DISTRIBUTION OF STRUCTURAL RATES

(Each Horizontal Bar Represents One Company)



("•" indicates industry group in which range on same horizontal line was reported. Where no "•" appears opposite a range, that range was reported in the "miscellaneous" group.)

SALARY RATE CONVERSION TABLE

WEEKLY W	SEMI-MONTHLY 52 Weeks 24	MONTHLY 52 Weeks 12	ANNUAL 52 Weeks	HOURLY Week 40
\$ 15.00	\$ 32.50	\$ 65.00	\$ 780.	\$.375
16.00	34.66	69.33	832.	.40
16.15	35.00	70.00	840.	.405
17.00	36.83	73.66	884.	.425
17.30	37.50	75.00	900.	.43
18.00	39.00	78.00	936.	.45
18.47	40.00	80.00	960.	.46
19.00	41.16	82.33	988.	.475
19.23	41.66	83.33	1000.	.48
19.61	42.50	85.00	1020.	.49
20.00	43.33	86.66	1040.	.50
20.77	45.00	90.00	1080.	.51
21.00	45.50	91.00	1092.	.525
21.15	45.83	91.66	1100.	.53
21.92	47.50	95.00	1140.	.545
22.00	47.66	95.33	1144.	.55
23.00	49.83	99.66	1196.	.575
23.07	50.00	100.00	1200.	.58
24.00	52.00	104.00	1248.	.60
24.23	52.50	105.00	1260.	.605
25.00	54.16	108.33	1300.	.625
25.38	55.00	110.00	1320.	.63
26.00	56.33	112.66	1352.	.65
26.54	57.50	115.00	1380.	.66
26.92	58.33	116.66	1400.	.67
27.00	58.33	117.00	1404.	.675
27.69	60.00	120.00	1440.	.69
28.00	60.66	121.33	1456.	.70
28.84	62.50	125.00	1500.	.72
29.00	62.83	125.66	1508.	.725
30.00	65.00	130.00	1560.	.75
30.76	66.66	133.33	1600.	.76
31.00	67.16	134.33	1612.	.775
31.15	67.50	135.00	1620.	.78
32.00	69.33	138.66	1664.	.80
32.30	70.00	140.00	1680.	.81
32.69	70.83	141.66	1700.	.815
33.00	71.50	143.00	1716.	.825
33.46	72.50	145.00	1740.	.83
34.00	73.66	147.33	1768.	.85
34.61	75.00	150.00	1800.	.865
35.00	75.83	151.66	1820.	.875
35.76	77.50	155.00	1860.	.89
36.00	78.00	156.00	1872.	.90
36.53	79.16	158.33	1900.	.91
36.92	80.00	160.00	1920.	.92
37.00	80.16	160.33	1924.	.925
38.00	82.33	164.66	1976.	.95
38.07	82.50	165.00	1980.	.955
38.46	83.33	166.66	2000.	.96
39.00	84.50	169.00	2028.	.975
39.23	85.00	170.00	2040.	.98

WEEKLY W	SEMI-MONTHLY 52 Weeks 24	MONTHLY 52 Weeks 12	ANNUAL 52 Weeks	HOURLY Week 40
\$ 40.00	\$ 86.66	\$ 173.33	\$ 2080.	\$ 1.00
40.38	87.50	175.00	2100.	1.01
41.00	88.83	177.66	2132.	1.025
41.53	90.00	180.00	2160.	1.04
42.00	91.00	182.00	2184.	1.05
42.30	91.66	183.33	2200.	1.055
42.69	92.50	185.00	2220.	1.065
43.00	93.16	186.33	2236.	1.075
43.84	95.00	190.00	2280.	1.095
44.00	95.33	190.66	2288.	1.10
44.23	95.83	191.66	2300.	1.105
45.00	97.50	195.00	2340.	1.125
46.00	99.66	199.33	2392.	1.15
46.15	100.00	200.00	2400.	1.155
47.00	101.83	203.66	2444.	1.175
47.30	102.50	205.00	2460.	1.18
48.00	104.00	208.00	2496.	1.20
48.07	104.02	208.03	2500.	1.205
48.46	105.00	210.00	2520.	1.21
49.00	106.16	212.33	2548.	1.225
49.61	107.50	215.00	2580.	1.24
50.00	108.33	216.66	2600.	1.25
51.00	110.50	221.00	2652.	1.275
51.92	112.50	225.00	2700.	1.295
52.00	112.66	225.33	2704.	1.30
53.00	114.83	229.66	2756.	1.325
53.84	116.66	233.33	2800.	1.345
54.00	117.00	234.00	2808.	1.35
55.00	119.16	238.33	2860.	1.375
55.76	120.83	241.66	2900.	1.39
56.00	121.33	242.66	2912.	1.40
57.00	123.50	247.00	2964.	1.425
57.69	125.00	250.00	3000.	1.44
58.00	125.66	251.33	3016.	1.45
59.00	127.83	255.66	3068.	1.475
59.61	129.16	258.33	3100.	1.49
60.00	130.00	260.00	3120.	1.50
61.00	132.16	264.33	3172.	1.525
61.53	133.33	266.66	3200.	1.535
62.00	134.33	268.66	3224.	1.55
63.00	136.50	273.00	3276.	1.575
63.46	137.50	275.00	3300.	1.585
64.00	138.66	277.33	3328.	1.60
65.00	140.83	281.66	3380.	1.625
65.38	141.66	283.33	3400.	1.635
66.00	143.00	286.00	3432.	1.65
67.00	145.00	290.00	3484.	1.675
67.30	145.83	291.66	3500.	1.68
68.00	147.33	294.66	3536.	1.70
69.00	149.50	299.00	3588.	1.725
69.23	150.00	300.00	3600.	1.73

SALARY RATE CONVERSION TABLE

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WEEKLY W	SEMI-MONTHLY 52 Weeks 24	MONTHLY 52 Weeks 12	ANNUAL 52 Weeks	HOURLY Week 40
\$ 70.00	\$ 151.66	\$ 303.33	\$ 3640.	\$ 1.75
71.00	153.83	307.66	3692.	1.775
71.15	154.16	308.33	3700.	1.78
72.00	156.00	312.00	3744.	1.80
73.00	158.16	316.33	3796.	1.825
73.07	158.33	316.66	3800.	1.83
74.00	160.33	320.66	3848.	1.85
75.00	162.50	325.00	3900.	1.875
76.00	164.66	329.33	3952.	1.90
76.92	166.66	333.33	4000.	1.92
77.00	166.83	333.66	4004.	1.925
78.00	169.00	338.00	4056.	1.95
78.84	170.83	341.66	4100.	1.97
79.00	171.16	342.33	4108.	1.975
80.00	173.33	346.66	4160.	2.00
80.76	175.00	350.00	4200.	2.02
81.00	175.50	351.00	4212.	2.025
82.00	177.66	355.33	4264.	2.05
82.69	179.16	358.33	4300.	2.065
83.00	179.83	359.66	4316.	2.075
84.00	182.00	364.00	4368.	2.10
84.61	183.33	366.66	4400.	2.115
85.00	184.16	368.33	4420.	2.125
86.00	186.33	372.66	4472.	2.15
86.53	187.50	375.00	4500.	2.16
87.00	188.50	377.00	4524.	2.175
88.00	190.66	381.33	4576.	2.20
88.46	191.66	383.33	4600.	2.21
89.00	192.83	385.66	4628.	2.225
90.00	195.00	390.00	4680.	2.25
90.38	195.83	391.66	4700.	2.26
91.00	197.16	394.33	4732.	2.275
92.00	199.33	398.66	4784.	2.30
92.30	200.00	400.00	4800.	2.305
93.00	201.50	403.00	4836.	2.325
94.00	203.66	407.33	4888.	2.35
94.23	204.16	408.33	4900.	2.355
95.00	205.83	411.66	4940.	2.375
96.00	208.00	416.00	4992.	2.40
96.15	208.33	416.66	5000.	2.405
97.00	210.16	420.33	5044.	2.425
98.00	212.33	424.66	5096.	2.45
98.07	212.50	425.00	5100.	2.4525
99.00	214.50	429.00	5148.	2.475
100.00	216.66	433.33	5200.	2.50

WEEKLY W	SEMI-MONTHLY 52 Weeks 24	MONTHLY 52 Weeks 12	ANNUAL 52 Weeks	HOURLY Week 40
\$ 101.00	\$ 218.83	\$ 437.67	\$ 5252.	\$ 2.525
101.92	220.83	441.65	5300.	2.548
102.00	221.00	442.00	5304.	2.55
103.00	223.17	446.33	5356.	2.575
103.84	225.00	450.00	5400.	2.596
104.00	225.33	450.67	5408.	2.60
105.00	227.50	455.00	5460.	2.625
105.76	229.15	458.29	5500.	2.644
106.00	229.67	459.33	5512.	2.65
107.00	231.83	463.66	5564.	2.675
107.69	233.33	466.66	5600.	2.692
108.00	234.00	468.00	5616.	2.70
109.00	236.17	472.33	5668.	2.725
109.61	237.50	475.00	5700.	2.74
110.00	238.33	476.67	5720.	2.75
111.00	240.50	481.00	5772.	2.775
111.53	241.65	483.30	5800.	2.788
112.00	242.66	485.33	5824.	2.80
113.00	244.83	489.67	5876.	2.825
113.46	245.83	491.66	5900.	2.837
114.00	247.00	494.00	5928.	2.85
115.00	249.16	498.33	5980.	2.875
115.38	250.00	500.00	6000.	2.885
116.00	251.33	502.67	6032.	2.90
117.00	253.50	507.00	6084.	2.925
117.30	254.15	508.30	6100.	2.933
118.00	255.67	511.33	6136.	2.95
119.00	257.83	515.66	6188.	2.975
119.23	258.33	516.66	6200.	2.981
120.00	260.00	520.00	6240.	3.00
121.00	262.16	524.33	6292.	3.025
121.15	262.50	525.00	6300.	3.029
122.00	264.33	528.66	6344.	3.05
123.00	266.50	533.00	6396.	3.075
123.08	266.67	533.35	6400.	3.077
124.00	268.67	537.33	6448.	3.10
125.00	270.83	541.67	6500.	3.125
126.00	273.00	546.00	6552.	3.15
126.92	275.00	550.00	6600.	3.173
127.00	275.17	550.33	6604.	3.175
128.00	277.33	554.67	6656.	3.20
128.85	279.17	558.35	6700.	3.221
129.00	279.50	559.00	6708.	3.225
130.00	281.67	563.33	6760.	3.25



**Current Index
of
Clerical Salary Rates**

**Relative Job Value Scale
with
Projection and Comparison Chart**

**Personnel Management Bureau
Commerce and Industry Association of New York, Inc.
233 Broadway, New York 7, N. Y.**

EXPLANATORY MATTER

The Current Index and the Relative Job Value Scale with Projection and Comparison Chart are published to keep the membership informed of fluctuations and trends in clerical salary rates. The Association's Annual Survey of Clerical Salary Rates is made as of September 1 and it is the purpose of these supplementary publications to trace developments from September 1 of one year until publication of the next ensuing Annual Survey.

The explanation of these services follows:

CURRENT INDEX

The Annual Survey covers approximately 70 job classifications. It is impractical to survey so many classifications more frequently than annually; therefore, the Current Index, which is published at intervals of two months commencing as of December 1 is limited to six key jobs dispersed among several labor grades. The number of employees covered in these six job classifications is approximately one-third of the total number of employees in the Annual Survey.

For each of the six classifications an index number is calculated showing the relationship of the current median rate to the median rate of the same job in the Annual Survey. In addition, the detailed figures for September 1 and for each interim period thereafter are cumulated in the Current Index. The figures reported are the "Combined Industries" figures.

Survey methods and reporting terms are identical with those used in the Annual Survey of Clerical Salary Rates reporting September 1 salary data (Page 10:6 et seq.). Participation in the Current Index is limited to those organizations which participated in the preceding Annual Survey.

RELATIVE JOB VALUE SCALE

The Relative Job Value Scale is a method of estimating the current position of jobs which appear in the Annual Survey but not in the Current Index.

The RJV Scale is based upon the following assumption which has been verified within $\pm 1.5\%$ for the great bulk of the jobs reported in the Annual Survey:

In any economic movement affecting wages and salaries within an area *generally*, the relative worth of different classes of work will tend to remain constant.

Members may obtain the detail of calculations from which the RJV Scale is derived by contacting the Personnel Management Bureau of the Association.

CAUTION: Members should confuse neither the RJV Scale nor the Projection and Comparison Chart described below with any system of job evaluation. The RJV Scale may, however, be used as a check on the results of job evaluation, and members are invited to consult the staff of the Association's Personnel Management Bureau on this point.

PROJECTION AND COMPARISON CHART

There is published herewith a Projection and Comparison Chart—1947-48. This chart is based upon the RJV Scale and is further explained below. The purposes of the chart are as follows:

1. It permits easy application of the RJV Scale to jobs reported in the survey.
2. It provides a graphic measure of the general movement or trend of rates.
3. It furnishes a means whereby member companies will be enabled to plot the results of future Current Index surveys from line plotting points which will be published in each subsequent issue of the Current Index.
4. It permits member companies to estimate the movement of jobs in their organizations which are not surveyed by the Association either in the Annual Survey or in the Current Index.
5. It permits member companies to compare their own rate levels with the market rate levels disclosed by the Annual Survey and Current Index.

The Projection and Comparison Chart is constructed with the vertical axis representing dollar value and the horizontal axis representing the RJV Scale. Since the RJV Scale gives a constant value for every job rated under it, changes in the general level of the market will be apparent if the dollar value of the jobs at any one time is compared with the dollar value of the jobs at any other time. That is to say, that if there is an upward movement of rates there will be an upward movement of the dots representing the loci of particular jobs and if there is a downward movement of the market there will be a corresponding drop in the loci of the jobs plotted. In order to facilitate comparisons and to segregate the general market movement from the particular movement of individual jobs, the Association's staff has calculated lines of average relationship (by the method of least squares) representing net average position of jobs on the several dates of its surveys.

In future editions of the Current Index there will be incorporated plotting points for the new line of average relationship so that members will be able, without further calculation, to lay out the line representing the current general market level. From this line the member companies will be enabled

1. to determine what general movement there has been in salary rates since the last survey date;
2. to estimate the position of jobs which have not been resurveyed since the Annual Survey;
3. to plot and estimate their own current position with reference to the market.

Plotting New Lines

The form in which line plotting points will be published in subsequent issues of the Current Index is as follows:

LINE PLOTTING POINTS FOR PROJECTION AND COMPARISON CHART

DATE	POINT #1		POINT #2	
	Dollars	RJV Scale	Dollars	RJV Scale
9/1/47	28.35	11.6	52.86	22.3

It is suggested that this matter be posted to the space provided for that purpose in the legend block of the Projection and Comparison Chart. Having so posted the data, the first point is located by placing a dot at the intersection of the Dollar Coordinate and the RJV Scale Coordinate published under Point #1 and the second point is located by placing another dot at the intersection of the Dollar Coordinate and the RJV Scale Coordinate published under Point #2. A line is then drawn connecting the two points. This line is representative of the general market level on the survey date.

Estimating Current Values of Jobs Not Resurveyed

Find the job title in the block below the RJV Scale and read the Dollar Coordinate at the intersection of the job title line with the line drawn through the most recently published plotting points.

Estimating Movements of Unsurveyed Jobs

Where a job is rated neither in the Annual Survey nor in the Current Index two methods are suggested, each of which should be used as a check upon the other.

Method 1

Estimate the relative value of the job in terms of the nearest jobs rated in the RJV Scale and read the Dollar Coordinate at the intersection with the trend line as explained above. If job evaluation is used the estimate may more easily be made.

Method 2

If the value of the job was fairly determined on any given date for which there is a survey line published, take the then dollar value of the job and from the intersection with the survey line of that date read vertically to the survey line of the most recent date. This will give the current dollar value of the job.

Company Comparisons

The method to be used is to locate each job by its present dollar value. The meaning of "present dollar value" may vary with the specific object which the company has in mind, i.e., a company may wish to compare its minimum rates, its maximums, its midpoints, or its average rates. Having located the jobs on which it wishes to make the comparison by their present dollar value and by their position in the relative job value scale, a comparison line may be calculated. The coordinate scales of the Projection and Comparison Chart have been equated so that it is possible to use without modification the general formula for the calculation of a line of average relationship by the method of least squares.

The staff of the Association's Personnel Management Bureau will be pleased to assist members in making company comparisons or verifying results. In selection of jobs, determination of the comparisons to be made and quick solution of the formulae, the members will find consultation with the expert staff helpful. Such consultation is included in the continuous service which the Association provides for its members.

LINE PLOTTING POINTS FOR PROJECTION AND COMPARISON CHART

Point #1		Point #2		Point #3	
Dollars	RJV Scale	Dollars	RJV Scale	Dollars	RJV Scale
29.37	11.6	44.33	17.7	55.60	22.3

CLERK, JR.

Under close supervision and according to instructions, performs simple, routine, repetitive clerical work involving elementary details. Responsible only for assigned tasks.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates Est'd.
Index	100.0	100.0	103.0	106.1	106.1	
Mode	--	--	--	--	--	
Median	\$ 33.	\$ 33.	\$ 34.	\$ 35.	\$ 35.	
Weighted Average	\$ 35.	\$ 36.	\$ 36.	\$ 36.	\$ 37.	
Middle 50%	High	\$ 37.	\$ 38.	\$ 40.	\$ 39.	\$ 39.
	Low	\$ 32.	\$ 32.	\$ 32.	\$ 32.	\$ 33.
Number of Firms	225	164	155	172	175	
Number of Employees	5628	3939	3336	3851	3861	

MESSENGER - OFFICE BOY OR GIRL

(No handling of money, jewelry or securities)

Performs, under supervision and according to instruction, simple, routine and miscellaneous office duties, requiring little or no training. Distributes, collects and posts mail. Runs errands. Has knowledge of various key people and where located. Performs minor clerical duties.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates Est'd.
Index	100.0	103.4	103.4	103.4	103.4	
Mode	--	\$ 30.	\$ 30.	\$ 30.	\$ 30.	
Median	\$ 29.	\$ 30.	\$ 30.	\$ 30.	\$ 30.	
Weighted Average	\$ 30.	\$ 30.	\$ 31.	\$ 31.	\$ 31.	
Middle 50%	High	\$ 31.	\$ 32.	\$ 33.	\$ 33.	\$ 33.
	Low	\$ 28.	\$ 28.	\$ 29.	\$ 28.	\$ 29.
Number of Firms	217	155	155	184	182	
Number of Employees	2063	1452	1507	1824	1856	

SECRETARY

In addition to functions performed by the SECRETARY-STENOGRAPHER, meets and interviews people, schedules appointments, handles correspondence not requiring dictated reply, and allocates mail to subordinates. In general, by use of considerable judgment and experience, relieves official of minor administrative details. Serves major department heads of large organization, or top executive of small organization.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates Est'd.
Index	100.0	101.9	105.7	107.5	105.7	
Mode	\$ 50.	\$ 50.	\$ 50.	\$ 50.	\$ 55.	
Median	\$ 53.	\$ 54.	\$ 56.	\$ 57.	\$ 56.	
Weighted Average	\$ 54.	\$ 55.	\$ 57.	\$ 57.	\$ 58.	
Middle 50%	High	\$ 60.	\$ 61.	\$ 63.	\$ 63.	\$ 63.
	Low	\$ 47.	\$ 48.	\$ 50.	\$ 50.	\$ 50.
Number of Firms	228	170	157	187	188	
Number of Employees	2699	2242	1879	2222	2184	

SECRETARY-STENOGRAPHER

A STENOGRAPHER, SENIOR, assigned to an administrative officer who, in addition to taking and transcribing dictation, sets up and maintains his files and records and performs routine office functions without supervision. Little or no responsibility for meeting people, arranging appointments, handling correspondence; use of discretion limited.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates
Index	100.0	NOT SURVEYED	102.2	104.3	104.3	Est'd.
Mode	--		--	\$ 50.	\$ 45.	
Median	\$ 46.		\$ 47.	\$ 48.	\$ 48.	
Weighted Average	\$ 47.		\$ 49.	\$ 48.	\$ 49.	
Middle 50%	High		\$ 54.	\$ 52.	\$ 52.	
	Low		\$ 44.	\$ 43.	\$ 44.	
Number of Firms	216		140	174	164	
Number of Employees	2509		1521	1863	1946	

STENOGRAPHER, SR.

Takes and transcribes dictation of difficult nature involving varied vocabulary and frequent use of unusual words and expressions. Requires considerable skill, accuracy, and speed. May take dictation by shorthand or machine. May also keep files, records, and perform related clerical duties. Requires experience.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates
Index	100.0	104.8	104.8	107.1	104.8 110.0	Est'd.
Mode	\$ 40.	\$ 40.	\$ 40.	\$ 44.	\$ 40.	
Median	\$ 42.	\$ 44.	\$ 44.	\$ 45.	\$ 44.	
Weighted Average	\$ 43.	\$ 44.	\$ 44.	\$ 45.	\$ 46.	
Middle 50%	High	\$ 46.	\$ 48.	\$ 48.	\$ 49.	
	Low	\$ 39.	\$ 40.	\$ 40.	\$ 40.	
Number of Firms	225	161	141	166	163	
Number of Employees	3327	2646	2470	2865	2998	

TYPIST, SR.

Under general supervision, types varied material of more than average difficulty from clean copy or rough draft. Involves planning set-up and arrangement of work and exercise of some initiative and judgment, e.g., correction of errors in spelling, grammar, punctuation, etc. Requires more than ordinary care, skill, speed, and knowledge. Includes all-purpose typist in small office. Requires experience. No stenography.

Survey Date	9/1/47	12/1/47	2/1/48	4/1/48	6/1/48	Our Rates
Index	100.0	NOT SURVEYED	100.0	102.7	102.7	Est'd.
Mode	\$ 35.		\$ 35.	\$ 35.	\$ 35.	
Median	\$ 37.		\$ 37.	\$ 38.	\$ 38.	
Weighted Average	\$ 38.		\$ 38.	\$ 39.	\$ 39.	
Middle 50%	High		\$ 41.	\$ 41.	\$ 42.	
	Low		\$ 35.	\$ 35.	\$ 35.	
Number of Firms	140		103	120	133	
Number of Employees	1675		1413	1518	1714	

Forward Management Service
Commerce and Industry Association of New York, Inc.
311 Broadway, New York 7, N. Y.

PREDICTION AND COMPARISON CHART

For Use in Connection With Annual Survey and Current Indices
of Clerical Salaries as Published During 1947-48
(Based on Relative Job Value Scale; see footnote, preliminary matter
and suggested uses on pages 26-27, or 28-29)

Line Plotting Points as Published

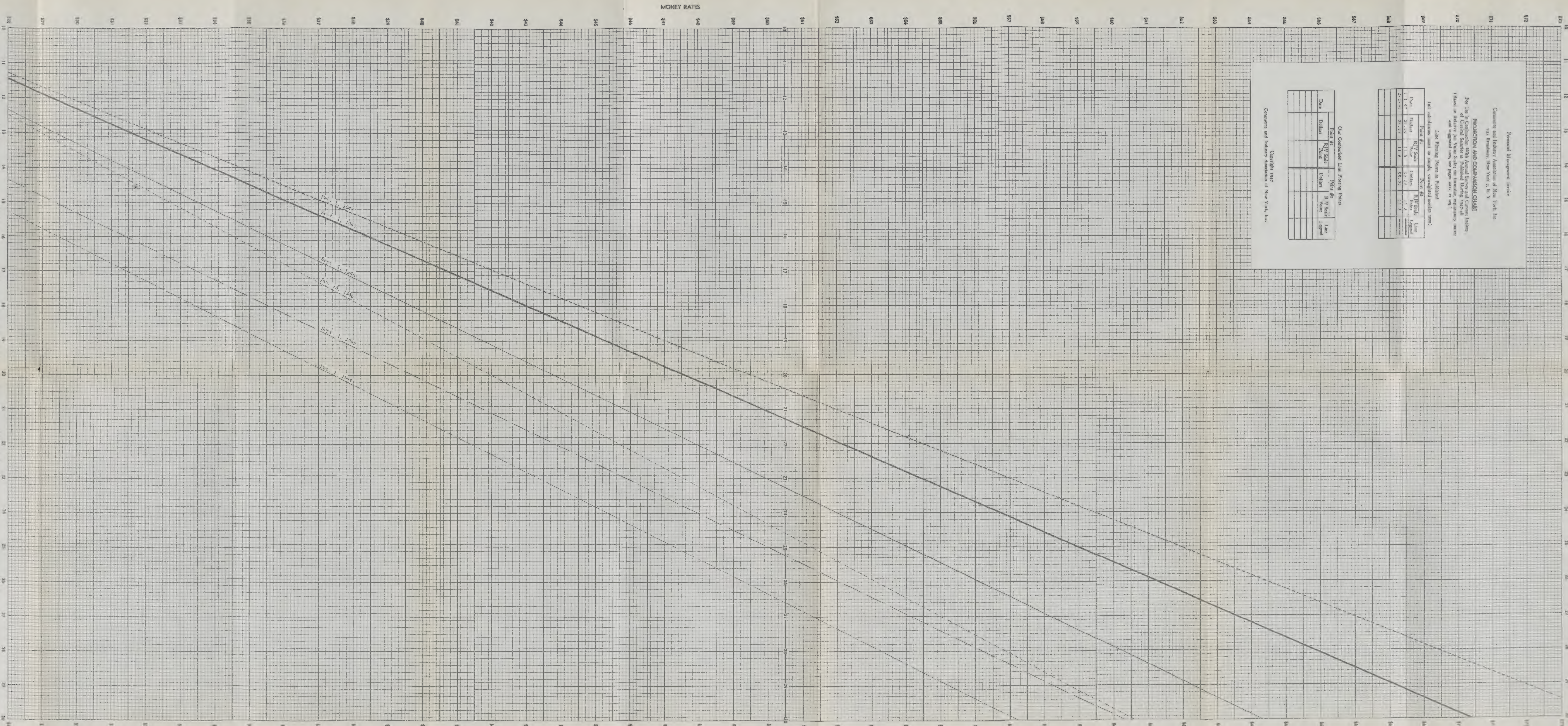
(All calculations based on simple, unweighted median rates)

Date	Point #1		Point #2		Line Legend
	Dollars	Point	Dollars	Point	
2-1-48	26.77	11.6	\$5.22	22.3	---

One Comparison Line Plotting Points

Date	Point #1		Point #2		Line Legend
	Dollars	Point	Dollars	Point	

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RELATIVE JOB VALUE SCALE

PERSONNEL PRACTICE SURVEY

September 1, 1947

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PARTICIPATING ORGANIZATIONS

Organizations participating in this survey total 356; of these, 331 participated in the clerical salary survey of the same date. 84 organizations participating in this survey requested anonymity. The remaining 272 are listed below:

Acorn Packaging & Packing Corporation
Aeon International Corporation
Alcoa Steamship Company, Inc.
Allis-Chalmers Manufacturing Company
American Association of Advertising Agencies
American Can Company
American Chain and Cable Company, Inc.
American Chicle Company
American Cyanamid Company
American District Telegraph Company, Inc.
American Factors, Limited
American-Hawaiian Steamship Company
American Institute of Steel Construction, Inc.
American Machine & Foundry Company
American Management Association
American Molasses Company
American Museum of Natural History
American Overseas Airlines, Inc.
American Smelting and Refining Company
The American Sugar Refining Company
American Transit Association
American Viscose Corporation
F. W. Anderson & Company, Inc.
Arkwright, Inc.
Artistic Foundations, Inc.
Atlantic, Gulf & West Indies Steamship Lines
Babcock & Wilcox Company
Bache & Company
Baker, Voorhis & Company, Inc.
The Bank for Savings in the City of New York
Bankers Commercial Corporation
Barrington Associates, Inc.
Bell Telephone Laboratories, Inc.
Biddle Purchasing Company
Bigelow-Sanford Carpet Company, Inc.
Sidney Blumenthal & Company, Inc.
Blyth & Company, Inc.
Board of National Missions of the Presbyterian Church
in the U.S.A.
Irving R. Boody & Company, Inc.
The Borden Company
Borden's Farm Products Division
The Bowery Savings Bank
Brooklyn Yarn Dye Company, Inc.
Brune, Nadler & Cuffe
Bulkley, Dunton Paper Company, S.A.
Bulova Watch Company, Inc.
Burns Brothers
Cameron Machine Company
Frank E. Campbell "The Funeral Church," Inc.
Celanese Corporation of America
Chubb & Son
Cities Service Company
City and Suburban Homes Company
Coleman & Company
Columbia Broadcasting System
The Columbia Mills, Inc.
Commerce and Industry Association of New York, Inc.

PARTICIPATING ORGANIZATIONS (Cont'd.)

Commercial Factors Corporation
Commercial Solvents Corporation
Consolidated Edison Company of New York, Inc.
Consolidated Lithographing Corporation
Continental Baking Company
Corn Products Refining Company
Ralph C. Coxhead Corporation
Criterion Advertising Company, Inc.
Crucible Steel Company of America
The Dentists' Supply Company of New York
The A. De Pinna Company
Dictaphone Corporation
L. F. Dommerich & Company
B. F. Drakenfeld & Company, Inc.
Duffy Mott Company, Inc.
East River Savings Bank
Edison Electric Institute
J. Einstein, Inc.
Electrolux Corporation
Emigrant Industrial Savings Bank
A. & J. Engel, Inc.
Eppens, Smith Company, Inc.
Equitable Life Assurance Society
Excess Insurance Company
Faber, Coe & Gregg, Inc.
The Fairbanks Company
Family Finance Corporation
P. Feiner & Sons, Inc.
Fiduciary Trust Company of New York
The First Boston Corporation
First of Boston International Corporation
Austin M. Fisher Associates
Freeport Sulphur Company
Fritzsche Brothers, Inc.
Joseph Frogatt & Company, Inc.
G. M. Manufacturing Company
General Aniline & Film Corporation
General Electric Company
General Foods Corporation
Good Humor Corporation
The B. F. Goodrich Company
John H. Graham & Company, Inc.
W. T. Grant Company
The Gray Envelope Manufacturing Company, Inc.
Graybar Electric Company
The Great Atlantic & Pacific Tea Company
R. W. Greeff & Company, Inc.
Greenwood Mills, Inc.
Guaranty Trust Company of New York
The Guardian Life Insurance Company of America
Gulf Oil Corporation
Handy & Harman
Harper & Brothers
Harriman, Ripley & Company, Inc.
Hartol Petroleum Corporation
Hat Corporation of America
Hearn Department Stores, Inc.
O. P. Held
Helmar Import & Novelty Company, Inc.
The Hills Brothers Company
Hirsch & Company

PARTICIPATING ORGANIZATIONS (Cont'd.)

Home Life Insurance Company
Home Title Guaranty Company
Hoover Processed Letters, Inc.
Alfred Hopkins & Associates
Richard Hudnut & William R. Warner & Company, Inc.
The Imperial Export Company, Inc.
Ingersoll-Rand Company
International Business Machines Corporation
International Telephone and Telegraph Corporation
Intertype Corporation
Irving Trust Company
Johns-Manville Corporation
Jones & Whitlock, Inc.
Kay Manufacturing Corporation
Keiner Williams Stamping Company
M. W. Kellogg
Richard Kelly
Kirkman & Son Division of Colgate-Palmolive-Peet Company
Klein, Hinds & Finke
V. & E. Kohnstamm, Inc.
Kraft Foods Company
S. H. Kress & Company
Lamont, Corliss & Company
J. H. Latham
Lehigh Valley Coal Sales Company, Inc.
Lehman Brothers
Lehn & Fink Products Corporation
Frederick H. Levey Company, Inc.
Edgar A. Levy Management Corporation
Liberty Mutual Insurance Company
Liebermann Waelchli & Company, New York, Inc.
Liebermann Breweries, Inc.
Eli Lilly and Company
Lily-Tulip Cup Corporation
The Linen Thread Company, Inc.
Mack Manufacturing Corporation
R. H. Macy & Company, Inc.
Markt & Hammacher Company
Masback Incorporated
Mason & Hanger Company, Inc.
The J. L. May Company
B. W. Mayer, Ltd.
McCall Corporation
James McCreery & Company
McCrory Stores Corporation
William H. McGee & Company, Inc.
McKesson & Robbins, Inc.
McKinsey & Company
Merchants Refrigerating Company
Merrill Lynch, Pierce, Fenner & Beane
Metal & Thermit Corporation
Metropolitan Life Insurance Company
F. & J. Meyer
Middleton & Company, Ltd.
I. Miller & Sons, Inc.
Moore-McCormack Lines, Inc.
Moran Towing & Transportation Company, Inc.
The Motor Haulage Company, Inc.
Mutual Chemical Company of America
Nathan Manufacturing Company

PARTICIPATING ORGANIZATIONS (Cont'd.)

National Association of Hosiery Manufacturers
National Association of Insurance Agents
National Bureau of Casualty Underwriters
National Casket Company, Inc.
National Electrical Manufacturers Association
The National Federation of Textiles, Inc.
National Foundation for Infantile Paralysis, Inc.
National Lead Company, Atlantic Branch
National Shirt Shops, Inc.
National Silver Company
National Starch Products, Inc.
The National Sugar Refining Company
National Supply Export Corporation
Nedick's, Inc.
Nestle's Milk Products, Inc.
Neuss, Hesslein & Company, Inc.
The New Jersey Zinc Company
New York City Omnibus Corporation & Fifth Avenue
Coach Company
New York Employing Printers Association, Inc.
New York Stock Exchange
New York Telephone Company
The New York Times
The New York Trust Company
New York World-Telegram
J. J. Newberry Company
Niagara Alkali Company
North American Cement Corporation
Omni Products Corporation
Alexander Pach, Inc.
Pacific Fire Insurance Company
Pacific Mills
Parker Kalon Corporation
Pastene & Company, Inc.
J. C. Penney Company
Personal Finance Company of New York
Pillsbury Mills, Inc.
Potdevin Machine Company
Publix Shirt Corporation
RCA International Division
Radio Receptor Company, Inc.
Raisler Corporation
Reeves Brothers, Inc.
Regal Knitwear Company, Inc.
Robert Reis & Company
Remington Rand, Inc.
Rheem Manufacturing Company
Riegel Paper Corporation
Riegel Textile Corporation
Rockefeller Center, Inc.
Royal Typewriter Company, Inc.
The F. & M. Schaefer Brewing Company
Schenley Distillers Corporation
Scott, Foresman & Company
Sears, Roebuck and Company
Sheffield Farms Company, Inc.
Shell Oil Company, Inc.
Silver Burdett Company
William Skinner & Sons
Society of Automotive Engineers, Inc.
Socony-Vacuum Oil Company, Inc.

PARTICIPATING ORGANIZATIONS (Cont'd.)

Southeastern Cottons, Inc.
A. G. Spalding & Brothers, Inc.
The Spool Cotton Company
E. R. Squibb & Sons
Standard Brands Incorporated
Standard Oil Company (New Jersey)
Standard & Poor's Corporation
Staten Island Edison Corporation
Stearns & Foster Company, Inc.
A. Steinam Company, Inc.
Stein Hall & Company
J. P. Stevens & Company, Inc.
Stevenson, Jordan & Harrison, Inc.
Sunshine Biscuits, Inc.
Sylvania Electric Products, Inc.
Tetley Tea Company, Inc.
Turner Halsey Company
Union Square Savings Bank
United Parcel Service
United States Guarantee Company
United States Smelting, Refining & Mining Company
United States Steel Export Company
Van Reekum Paper, Inc.
Vick Chemical Company
Warner Brothers Pictures, Inc.
Water Works Service Company, Inc.
West Virginia Pulp and Paper Company
Western Electric Company, Inc.
The J. G. White Engineering Corporation
Whitehall Shipping Company
William Whitman Company, Inc.
John Wiley & Sons, Inc.
Robert Wilson Paper Corporation
The Yale and Towne Manufacturing Company

WORKWEEK

Table I. Number of Days in Workweek

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
5-day, year round	300	23	113	31	14	23	11	13	16	13
5½-day, year round	2		1	1						
6-day, year round	1	1								
5½ - 5 day, seasonal	12	1	1	1	1	3				
6 - 5-day, seasonal	1					1				
Total Companies	316	25	115	33	15	27	11	13	16	13

In addition to the 300 companies shown in the above table as operating on a 5-day, year round schedule, 39 companies indicated that they operate on a basic 5-day week, but require employees to work on a staggered-Saturday schedule ranging from 2 Saturdays a year to every other Saturday.

Trend to 5-day Workweek

An examination of the three preceding annual surveys made by the Association reveals a marked and continuing trend toward the 5-day week. The following tabulation, by years, shows the percentage of reporting companies working a 5-day week:

1944	53%
1945	60%
1946	79%
1947	95%

Table II. Hours in Workweek—Companies on 5-day Week*

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
33 hrs.—yr. round	1		1							
35 hrs.—yr. round	137	2	65	15	5	8	6	8	1	4
36 hrs.—yr. round	3					3				
36¼ hrs.—yr. round	20		7	1	2	1			1	2
36½ hrs.—yr. round	3					2				1
36¾ hrs.—yr. round	1				1					
37 hrs.—yr. round	6	1	2			2				1
37¼ hrs.—yr. round	1			1						
37½ hrs.—yr. round	63	9	20	5	3	2	4	1	11	2
37-11/12 hrs.—yr. round	1		1							
38 hrs.—yr. round	4		2							
38-1/3 hrs.—yr. round	1								1	
38½ hrs.—yr. round	1	1								
38¾ hrs.—yr. round	6		4	1		1				
39 hrs.—yr. round	5		4		1					
39½ hrs.—yr. round	1	1								
40 hrs.—yr. round	62	10	11	7	5	6	1	4	7	
Various Seasonal	23	1	4	2		2		1	1	5
Total Companies	339	25	121	32	17	27	11	14	22	15

* Includes 39 companies indicating staggered-Saturday schedules.

Table III. Hours in Workweek—Companies Exceeding 5-day Week

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
37½ hrs.—yr. round	2	1	1							
40 hrs.—yr. round	3					1				
54 hrs.—yr. round	1	1								
Various Seasonal	10	1		2	1	3				
Total Companies	16	3	1	2	1	4				

Table IV. Trends in Hourly Schedules

Hours in Workweek	No. of Companies Reporting		
	1947	1946	1945
	356	276	256
35 hours	39%	29%	18%
37½ hours	18%	13%	8%
All hours under 40 except 35 and 37½ hours	15%	15%	14%
40 hours	18%	19%	23%
All hours over 40	—	1%	4%
All hours under 40	72%	58%	41%
Various Seasonal Schedules	9%	22%	32%

Table V. Lunch Periods

Length of Lunch Period	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
60 minutes	257	15	92	25	11	26	8	14	14	3
55 minutes	1	1								
50 minutes	1								1	
45 minutes	78	7	26	9	7	3	2		6	10
40 minutes	2		1							1
36 minutes	1									1
35 minutes	1	1								
30 minutes	8	1	2			1	1		1	
45-60 minutes	1		1							
Not Reported	6	2	1	1		1				
Total Companies	356	27	123	35	18	31	11	14	22	15

REST PERIODS

Table VI. Formal Periods

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
Formal Periods	87	7	28	8	9	6	2	5	3	8
No Formal Periods	267*	20	95	25	9	25	9	9	19	7
Total Companies	354	27	123	33	18	31	11	14	22	15

* 19 of the 267 companies above indicated that they had formal rest periods, but limited them to certain departments, such as telephone and stenographic.

Table VII. Observance of Formal Rest Periods

How Observed	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
Entire clerical force simultaneously	11	2	4	2	1					2
Large groups on a staggered schedule	5		2			2		1		
Small groups on a staggered schedule	14	2	4	3		2			1	1
Individuals on a staggered schedule	11		2	1	1	1	2	1	1	
At discretion of supervisors	23	3	6	2	2				1	1
Varies	7		1		4	1		1		
Not indicated	16		9		1			2		4
Total Companies	87	7	28	8	9	6	2	5	3	8

34 companies reporting no formal rest periods, indicated that rest periods were allowed at the discretion of either the individual employee or of the supervisor.

Table VIII. Length of Rest Periods

Length of Rest Periods	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
5 min. A.M. — 5 min. P.M.	2									2
10 min. A.M. — 10 min. P.M.	29	8	8	1	1	1	1	3		3
10 min. A.M. — 15 min. P.M.	1							1		
15 min. A.M. — 15 min. P.M.	42	1	6	7	4	8	1	1	2	1
20 min. A.M. — 20 min. P. M.	1							1		
30 min. A.M. — 30 min. P.M.	2				1					
10 min. P.M. only	2		1	1						
15 min. A.M. only	1		1							
15 min. P.M. only	3			1	2					
20 min. P.M. only	2				2					
No specified time	17		3	2		2		1	3	
Total Companies	102	9	19	12	10	11	2	7	5	6

Apparent discrepancy in totals of Table VI and Table VIII is due to the reporting of length of rest periods by companies not having formal programs.

OVERTIME COMPENSATION POLICIES

Table IX. Overtime Compensation Patterns

In reading the table below, the horizontal lines reveal the overtime compensation policy patterns of the companies indicated in the lefthand column. Reading the table vertically indicates the total companies observing each one of the individual overtime compensation practices.

No. of Co.'s. in Pattern	OVER DAILY SCHEDULE BUT NOT OVER 8 HRS.			OVER 8 HRS. DAILY			OVER WEEKLY SCHEDULE BUT NOT OVER 40 HRS.			SUPPER MONEY		
	No Addi- tional	Straight Time	Time and Half	No Addi- tional	Straight Time	Time and Half	No Addi- tional	Straight Time	Time and Half	YES		No
										In Lieu	In Addi- tion	
109*										29		80
37								X		2	8	27
36	X			X			X			23		13
29						X				2	8	19
19		X			X			X			4	15
17		X				X		X			5	12
15									X		5	10
15			X									15
11							X			5		6
8	X			X				X		1	3	4
7	X					X	X			2		5
7		X				X					1	6
6			X			X			X			6
5	X						X			3		2
3					X						2	1
3	X					X					1	2
3	X									3		
3			X						X	1	1	1
2				X			X			1		1
2						X			X			2
2		X									1	1
2	X					X			X		1	1
2	X			X					X		1	1
2				X						2		
2	X			X						2		
1			X			X						1
1					X			X			1	
1	X							X		1		
1			X			X	X					1
1		X				X			X			1
1		X						X				1
1			X								1	
354	69	47	27	52	23	76	62	84	31	77	43	234

* 109 companies failed to indicate overtime policy except for payment or non-payment of supper money.

Table X. Amount of Supper Money

Amount of Supper Money Paid	Combined Industries (Inc. Misc.)		Mfg. Plant Off.		Mfg. Adm. Off.		Trade W'sale		Trade Retail		Finan- cial		Utilities		Ptg. & Pub.		Imp. & Exp.		Insur- ance	
	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time	In Lieu of Over- time	In Addi- tion to Over- time
\$2.50	2	0	2			1		•				1								
2.00	8	7	1				1				3	1	2				1			
1.75	3	2	1			2														
1.50	56	32	24			12	11	3		1	4	4		2		1	2	1		
1.25	15	7	8	1		1	3	1		1	2	1						1		
1.10	3	2	1			2														
1.00	35	12	23			9	9	1	3	1	1	3		1						1
.75	7	2	5			1	1	1		1	2					1				2
Cost of Supper	3	2	1			1		1												
Not Indicated	195			23	57	22				12	9		6		12		17		7	
Do Not Pay Supper Money	17			1	7	2				0	0		0		0		1		2	

In addition to the above tabulation ten companies reported slight variations in the amount of supper money paid from those shown above. One of these companies paid .65 for supper money, another paid on a sliding scale based on time worked, and still another company paid for supper ordered by firm.

Above table includes companies paying supper money regardless of number of overtime hours worked. Table No. IX showing pattern of overtime compensation reflects supper money paid for overtime worked totaling less than 40 hours per week.

Table XI. Patterns of Overtime Pay for Holidays, Saturdays and Sundays
Not Normally Scheduled for Work

No. of Companies in Pattern	HOLIDAYS*					SATURDAYS					SUNDAYS				
	No Additional Pay	One Day Additional— At Straight Time	One Day Additional— At Time and a Half	Two Days Additional— At Straight Time	Equivalent Time Off	No Additional Pay	Straight Time	Time and Half	Double Time	Equivalent Time Off	No Additional Pay	Straight Time	Time and Half	Double Time	Equivalent Time Off
104			X					X					X		
25	X					X					X				
23		X						X					X		
21					X					X					X
20		X					X					X			
10		X						X						X	
8			X					X						X	
7				X				X						X	
7		X													
5			X												
4					X			X					X		
2			X											X	
2		X					X							X	
2			X					X							
2				X					X					X	
2					X			X					X		
2											X				
2		X													
2			X								X				
2													X		
Total Companies															
248	25	64	123	9	27	27	22	160	2	21	27	20	135	31	21

* To aid in the interpretation of this table the following equivalents for the headings under "Holidays" is offered:

"No Additional Pay" is equivalent to straight time for the worked holiday.
 "One Day Additional at Straight Time" is equivalent to a total of 2 times straight time rates for the worked holiday.

"One Day Additional at Time and a Half" is equivalent to a total of 2½ times straight time rates for the worked holiday.

"Two Days Additional at Straight Time" is equivalent to a total of 3 times straight time rates for the worked holiday.

"Equivalent Time Off" is equal to straight time plus an equivalent amount of time off at another time.

In addition to the above table, 25 companies reported individual patterns that did not lend themselves to tabulation; 3 companies stated that they pay lunch or supper money in lieu of additional overtime; and 80 companies failed to indicate whether or not they had policy.

Table XII. Counting Unworked Holidays as Time Worked for Purpose of Computing Overtime Pay

Service Requirement	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Yes	223	17	83	13	14	20	8	9	16	9
No	91	5	27	14	4	9	3	5	5	5
Not Indicated	41	5	13	7		2			1	1
Total Companies	355	27	123	34	18	31	11	14	22	15

VACATION POLICIES

Table XIII. Standard Provision

A study of the returns on vacation plans brings out the fact that there are three major elements to the problem of setting a vacation policy. These are: (1) the treatment of the normal, average length-of-service employee (Standard Provision); (2) the treatment of the long-service employee; and (3) special considerations in the case of the short-service employee. This study is presented in these three aspects.

Service Requirement	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
ONE WEEK										
1 year's service	3		1		1				1	
TWO WEEKS										
Hired prev. to Apr. 1, prev. yr.	1						1			
Hired prior to May 15, prev. yr.	1		1							
Hired prior to July 1, prev. yr.	2	1								
Hired prior to Sept. 1, prev. yr.	4	1			1		2			
Hired prior to Oct. 1, prev. yr.	2		1	1						
Hired prior to Nov. 30, prev. yr.	2		2							
Hired prior to Jan. 1, current yr.	31	2	4	3	1	12				5
Hired prior to Jan. 15, current yr.	1	1								
Hired prior to Mar. 1, current yr.	2		1			1				
Hired prior to Apr. 1, current yr.	1					1				
3 months' service	1									
5 months' service	2		2							
6 months' service	19	2	7	2		1		1		
7 months' service	1					1				
9 months' service	2		1	1						
10 months' service	14	3	4						3	1
1 year's service	230	13	92	20	13	14	7	13	16	8
18 months' service	1	1								
2 years' service	14	2	3	4	2		1		1	
3 years' service	3	1		1						
No service requirement	4			2					1	
Total Co.s—2 weeks	338	27	118	34	17	30	11	14	21	14
THREE WEEKS										
Hired prior to Oct. 1, prev. yr.	1									1
6 months' service	1		1							
1 year's service	4		1							
2 years' service	1									
Total Co.s—3 weeks	7		2							1
Not Indicated	7		2	1						
Total Co.s Reporting	355	27	123	35	18	30	11	14	22	15

1 company reports Standard Provision of 3 weeks summer and 1 week winter for 1 year's service.

Table XIV. Long Service

Service Requirement	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
TWO WEEKS										
5 years	1		1							
THREE WEEKS										
3 years	2									
5 years	25		1	2	5	5	2	2	1	2
6 years	1							1		
7 years	1							1		
8 years	1					1				
10 years	37		8	5		10	1	2	4	
15 years	55	4	25	2	2	5	7	1	1	3
20 years	12		7			2	1			2
25 years	13		6	2		1			1	
Total Co.s—3 weeks	147	4	47	11	7	24	11	7	7	7
FOUR WEEKS										
3 years	1									
10 years	2			1					1	
15 years	1					1				
18 years	1					1				
20 years	9	1			3	2		1	1	
25 years	22	1	10	1	4	5	1			
30 years	1					1				
Each 5-yr. anniv. after 15 yrs.	1		1							
Total Co.s—4 weeks	38	2	11	2	7	10	1	1	2	
PRORATED PLANS										
Prorated Plans	17		4		2	3				6
TOTAL										
Total Co.s—Long Service	203	6	63	13	16	37	12	8	9	13

Table XV. Short Service

Service Requirement	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
ONE DAY										
1 month	78	8	24	9	2	4	3	5	3	2
2 months	2	1	1							
1 month—6-month minimum	1									
1 month—3-month minimum	1								1	
1 month—min. 3 days for 5 mos.	1		1							
Total Co.s—one day	83	9	26	9	2	4	3	5	4	2
ONE AND ONE-QUARTER DAYS										
1 month	1									
ONE AND ONE-HALF DAYS										
1 month	1									
TWO DAYS										
1 month	2		2							
THREE DAYS										
Hired prior to Jan. 1	1				1					
Less than 6 months	1									
Total Co.s—3 days	2				1					
ONE WEEK										
Hired prior to Jan. 1	4	2					2			
Hired prior to Feb. 1	2		1							
Hired prior to Feb. 15	1		1							
Hired prior to Mar. 1	5		3			2				
Hired prior to Apr. 1	18	1	5	2		6			1	2
Hired prior to Apr. 15	1	1								
Hired prior to May. 1	8		3			5				
Hired prior to July 1	1					1				
Hired after Jan. 1	2									2
Less than 3 months	1									
3 months	6		2	2						
4 months	2		1					1		
Less than 6 months	2		1							
6 months	104	5	35	9	9	8	1	7	14	3
Less than 1 year	8	1	2	1		2	2			
1 year	13	3	2	4	1		1			
Total Co.s—1 week	178	13	56	18	10	24	6	8	15	7
ONE WEEK PLUS ONE DAY										
1 month—min. 6 mos.	1									
TWO WEEKS										
6 months	1									
1 year	1									
Total Co.s—2 weeks	2									
PRORATED PLANS										
Prorated Plans	8	1	5		2					
Total Co.s—Short Service	278	23	89	27	15	28	9	13	19	9

Table XVI. Vacation Qualifying Dates

Qualifying Date	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
January 1	36	3	15	2	2	3	3		1	2
February 1	4		1						2	
February 15	1		1							
March 1	8	1	2	1		2		1		
April 1	28	2	8	2		7	1		3	3
April 15	1	1								
May 1	34	1	13	2		7	2	1	2	1
June 1	41	4	16	3	3	4	1		1	2
June 15	2	1								
July 1	43	7	16	5	1	2	2	2	1	1
July 15	2		1		1					
August 1	6		2		1	1				
August 15	1	1								
September 1	6		1	1	1	1			2	
September 15	2		1			1				
October 1	5		2	1					1	1
December 1	5		2	1						1
Calendar Year	2	1							1	
Employment Anniversary	33	1	16	5	3	2		2		
Employed One month	15	2	6	1		1		2		2
Varies	1		1							
None	5								1	
Not Indicated	71	3	16	10	6		2	6	7	2
Total Companies	352	28	120	34	18	31	11	14	22	15

Table XVII. Limitations on Vacation Period

Limiting Dates From To	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
No Limit	101	3	36	13	5	12	6	6	3	3
June 1—Oct. 1	60	4	19	3	4	5			9	5
May 1—Sept. 30	44	4	15	3	4	5	1	3	2	3
Not Indicated	24	3	6	2	1				3	
May 1—Oct. 31	23		7	3		2	2	1	2	1
June—Aug. 31	19	3	3	2	1			3		
May 1—Sept. 2	9		4	1	2			1		
July 1—Labor Day	7		4	2						
May 15—Sept. 15	7		4	2		1				
July 1—Sept. 30	6	4	1						1	
Apr. 1—Oct. 31	6		1			2	1			1
Plant Shutdown	5	3	2							
May 1—Dec. 31	5	2	2							1
Apr. 1—Sept. 30	4		2	1					1	
June 1—Oct. 31	4		1							
June 1—Sept. 15	3		1						1	
Apr. 1—Nov. 30	3		1			1	1			
June 15—Labor Day	2	1	1							
Apr. 1—Labor Day	2	1	1							
Apr. 1—Dec. 31	2		2							
Total Companies	336	28	113	32	17	28	11	14	22	14

In addition to the above tabulation, 17 companies indicated a wide variety of limiting dates, some of which reflect individual vacation scheduling problems and are not significant in the light of the above patterns.

Table XVIII. Payment of Accrued Vacation on Separation from Company

Study of the responses to the question, "Do you pay accrued vacation when an employee resigns, is discharged, is laid off?", developed the patterns of company policy indicated in the table below. The "Xs" read horizontally denote the policy pattern under these three conditions, the number at the left indicating the number of companies following that pattern. Reading the "X's" vertically shows the total companies paying accrued vacation under each of the three conditions of separation.

No. Co.s in Pattern	Resign	Discharge	Lay-Off
98	X	X	X
49	X		X
25			X
20		X	X
19	X	X	
18	X		
9		X	
238	184	146	192

Table XIX. Company Policy When Holiday Falls in Vacation

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Extra Day Granted	246	22	86	16	15	27	10	10	11	10
Extra Day Not Granted	82	5	27	12	3	3	1	4	9	2
Not Indicated	25	1	8	6		1			2	3
Totals	353	28	121	34	18	31	11	14	22	15

HOLIDAY POLICIES

Table XX. Pattern of Holidays Observed

Reading the horizontal lines in the table below will reveal the paid holiday pattern of the companies indicated in the lefthand column, the second column showing the number of holidays in that particular pattern. Reading the table vertically will indicate the total number of companies observing each individual holiday.

No. of Companies in Pattern	No. of Holidays in Pattern	Christmas	New Year's Day	Thanksgiving Day	July 4th	Labor Day	Memorial Day	Washington's Birthday	Lincoln's Birthday	Columbus Day	Election Day* Presidential	Election Day Other	Armistice Day
127	11	1	1	1	1	1	1	1	1	1	1	1	1
40	10	1	1	1	1	1	1	1	1	1	1	1	
28	7	1	1	1	1	1	1	1					
25	6	1	1	1	1	1	1						
22	7	1	1	1	1	1	1	1			1		
14	10	1	1	1	1	1	1	1	1	1	1		1
10	8	1	1	1	1	1	1	1			1	1	
9	9	1	1	1	1	1	1	1	1		1	1	
7	9	1	1	1	1	1	1	1		1	1	1	
6	7	1	1	1	1	1	1				1	1	
6	7½	1	1	1	1	1	1	1			1	½†	
5	10	1	1	1	1	1	1	1	1	1			1
5	9	1	1	1	1	1	1	1	1	1	1		
5	8	1	1	1	1	1	1	1	1		1		
4	8	1	1	1	1	1	1	1		1	1		
3	6	1	1	1	1	1	1				1		
2	8	1	1	1	1	1	1	1					1
2	6½	1	1	1	1	1	1				1	½†	
2	8	1	1	1	1	1	1	1			1		1
2	8	1	1	1	1	1	1	1		1			
2	9½	1	1	1	1	1	1	1	½†	½†	½†	½†	1
2	10½	1	1	1	1	1	1	1	1	1	1	½†	1
1	9	1	1	1	1	1	1		1	1	1		1
1	6	1	1	1	1	1		1					
1	9	1	1	1	1	1	1	1	1				1
1	8	1	1	1	1	1	1	1	1				
1	9	1	1	1	1	1	1	1	1	1			
1	7	1	1	1	1	1	1		1				
1	9	1	1	1	1	1	1	1	½†	1	½†	½†	
1	7	1	1	1	1	1	1	½†	½†				
1	10	1	1	1	1	1	1	1	1	½†	1	1	½†
1	8	1	1	1	1	1	1	1		½†	1	½†	
1	8½	1	1	1	1	1	1	1	½†	½†	1	½†	
1	9	1	1	1	1	1	1	1	½†	1			½†
1	7½	1	1	1	1	1	1		½†	½†	½†	½†	
1	9½	1	1	1	1	1	1	1		½†	½†	½†	1
1	10½	1	1	1	1	1	1	1	1	1	1	1	½†
1	7½	1	1	1	1	1	1	1		½†	½†		
1	9½	1	1	1	1	1	1	1	½†	½†	1	1	½†
1	9	1	1	1	1	1	1	1	½†	½†	1	½†	½†
1	8½	1	1	1	1	1	1	½†	½†	½†	½†	½†	½†
1	7½	1	1	1	1	1	1	1			½†	½†	
1	7½	1	1	1	1	1	1	1				½†	
1	7½	1	1	1	1	1	1	1	½†				
1	10	1	1	1	1	1	1	1	1	1	1	½†	½†
1	7½	1	1	1	1	1	1	1	½†				
1	6½	1	1	1	1	1	1				½†	½†	
1	9	1	1	1	1	1	1	1		1	1		1
1	10½	1	1	1	1	1	1	1	1	1	½†	½†	1
354 Full Holidays		354	354	354	354	354	353	314	216	213	274	202	159
Half Holidays								2	12	10	10	24	7

* Election Day (Presidential) is shown but not counted in determining the number of holidays appearing in the horizontal patterns, as it occurs but once every four years.

† Denotes half-day off with pay.

Legal holidays in New York State are those listed above. All Banks are closed on these holidays.

Table XXI. Total Number of Holidays Observed

No. of Holidays	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan-cial	Utili-ties	Ptg. & Pub.	Imp. & Exp.	Insur-ance
11 holidays	127	4	35	5	4	27	9	3	5	14
10½ "	4		3							
10 "	60	4	22	12	2	2		2	3	1
9½ "	4		3	1						
9 "	28	3	11	3		1		1	2	
8½ "	2		1	1						
8 "	26	6	10	1	2		1	2	2	
7½ "	13	1	9					1	1	
7 "	58	2	18	6	7	1	1	3	6	
6½ "	3	1	1							
6 "	29	5	11	5	3			2	2	
Total Companies	354	26	124	34	18	31	11	14	21	15

Table XXII. Religious Holidays

RELIGIOUS HOLIDAYS OBSERVED	No. of Companies	
	Granting Full Day Off With Pay	Granting One-half Day Off With Pay
Jewish Holidays	95	1
Jewish Holidays and Good Friday	23	
As Requested by Employee	31	
Jewish Holidays and ½ Day Good Friday	15	
All Religious Holidays	5	2
Good Friday	5	9
One Religious Holiday per Year	2	
Two Religious Holidays	2	
Jewish Holidays, ½ Day Good Friday and Russian Christmas	2	

In addition to the above tabulation, a number of companies reported various combinations of religious holidays granted to employees.

95 companies reported that they observed no religious holidays.

SALARY PAYMENT PRACTICES

Table XXIII. Weekly Payrolls

Pay Days	PAY PERIOD ENDING									Totals	Paid By Cash	Paid By Check	Overtime Paid	
	Follow-ing Day	Same Day	Preced-ing Sunday	Preced-ing Sat.	Preced-ing Fri.	Preced-ing Thurs.	Preced-ing Wed.	Preced-ing Tues.	Preced-ing Mon.				Same Day	Follow-ing Week
Monday														
Tuesday			2	3	4					9	5	4	10	
Wednesday		1	6	8	5					20	10	10	19	1
Thursday	9	2	8	2	4		2	1		28	11	17	19	9
Friday		62	8	4	1	10	8	3		96	67	29	59	36
Totals	9	65	24	17	14	10	10	4		153	93	60	107	46

In addition to the above tabulation

One company reported payday on Tuesday for pay period ending on second preceding Friday.

One company reported pay day on Friday for pay period ending on Friday of second preceding week.

One company reported pay day on Friday for pay period ending on Wednesday of second preceding week.

One company reported payment by check on Friday—overtime is paid in cash on following Tuesday.

Four large firms stagger pay days by departments and one firm pays overtime monthly.

Table XXIV. Bi-weekly Payrolls

Pay Days	PAY PERIOD ENDING									Totals	Paid By Cash	Paid By Check	Overtime Paid	
	Following Day	Same Day	Sunday	Saturday	Friday	Thursday	Wednesday	Tuesday	Monday				Same Day	Following Week
Monday		1								1	1		1	
Tuesday				1	3				1	5	2	3	5	
Wednesday														
Thursday	2	2						1	1	6		6	6	
Friday		11		1						12		12	6	6
Totals	2	14		2	3			1	2	24	3	21	18	6

In addition to the practices shown above, two companies reported pay day on Thursday for pay period ending following Saturday. Overtime is paid on same day and payment is made by check.

Table XXV. Semi-monthly Payrolls

Pay Days	PAY PERIOD ENDING					Totals	Paid By Cash	Paid By Check	Overtime Paid	
	Same Day	15th and Last Day of Month	15th and 30th of Month	14th and 30th of Month	9th and 24th of Month				Same Day	Following Week
15th & Last Day of Month		81			1	82	14	68	57	20
14th & 30th of Month		2		1		3		3	3	
15th & 30th of Month		5	28			33	9	24	27	3
14th & Day Before Last of Month	2	6	1			9	1	8	8	1
1st & 15th of Month		2		1		3	1	2	3	
13th & 28th of Month		3				3	1	2	1	1
14th & 28th of Month		3				3		3	2	1
14th & 29th of Month		4	2			6		6	4	2
14th & Last Day of Month		2				2	1	1	1	1
13th & 29th of Month		1				1		1	1	
10th & 25th of Month		2				2	2		2	
15th & Next to Last Day of Month		3				3	1	2	1	2
5th & 20th of Month		1				1		1	1	
11th & 25th of Month		1				1		1	1	
15th & 29th of Month		1				1		1		
Totals	2	117	31	2	1	153	30	123	112	31

Ten companies reported a variation in payment for overtime which ranged from overtime payments on a daily basis to overtime at end of month.

Table XXVI. Monthly Payrolls

Pay Days	PAY PERIOD ENDING			Totals	Paid By Cash	Paid By Check	Overtime Paid Same Day
	Same Day	Following Last Day	End of Month				
Last Day of Month	3			3		3	3
15th of Month		1	1	2		2	2
No Set Date			1	1		1	1
Totals	3	1	2	6		6	6

Trends on Salary Pay Periods

The popularity of semi-monthly pay periods continues on the increase, as the following percentages of reporting companies reveal:

1944	30%
1945	35%
1946	42%
1947	46%

JOB EVALUATION

Table XXVII. Formal Plans

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Formal Evaluation	122	11	50	6	4	13	7	2	5	7
No Formal Evaluation	220	17	67	26	14	17	4	11	15	8
Not Indicated	12		7	2					1	
Total Companies	354	28	124	34	18	30	11	13	21	15

Table XXVIII. Types of Formal Plans

Type of Plan	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Classification	42	3	20	3		3	1	1	2	3
Ranking	6		3				2			
Point System	47	5	18	3	4	2	2	1	3	2
Factor Comparison	14	1	5			5	1			
Other	12	1	4			3	1			2
Not Indicated	1	1								
Total Companies	122	11	50	6	4	13	7	2	5	7

Table XXIX. Frequency With Which Jobs Are Re-analyzed

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
3 Months	5		1							2
6 Months	17	2	6	1	1	2	1			
12 Months	42	4	19	2		6	3		1	2
2-3 Years	1		1							
When Necessary	37	3	16	3	3	3			2	2
Not Indicated	20	2	7			2	3	2	2	1
Total Companies	122	11	50	6	4	13	7	2	5	7

Table XXX. Number of Employees Covered by Job Evaluation Plans

No. Employees Covered	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Under 50	15	2	3	2		2			1	
51 — 100	15	2	8					1	1	
101 — 250	24	2	7	3		6	3			1
251 — 500	21	1	7	1		2	1	1	1	3
501 — 1000	13	1	5		2	1	1		1	1
Over 1000	16	2	7		2	1				2
Total Companies	104	10	37	6	4	12	5	2	4	7

Table XXXI. Financial Limits to Job Evaluation Plans

Financial Limits By Weekly Salary	No. Companies
Up to \$50	1
\$ 51 — \$ 75	8
\$ 76 — \$100	15
\$101 — \$125	9
\$126 — \$150	13
\$151 — \$200	3
Over \$200	3
No Limit	46
Total Co.s	98

MERIT RATING

Table XXXII. Formal Plans

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Yes	81	7	29	8	4	10	4	2	2	4
No	155	12	57	17	9	6	5	11	8	7
Not Indicated	117	8	36	9	5	14	2	1	12	4
Total Companies	353	27	122	34	18	30	11	14	22	15

Table XXXIII. Frequency of Merit Rating

Frequency	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
12 Months	32		9	5	1	7	2		1	
6 "	42	6	16	2	3	3	2	2	1	3
3 "	5	1	2	1						1
1st 3 Months, Then Annually	1		1							
1st 6 Months, Annually Next 5 Yrs., Then Every 3 Yrs.	1		1							
Total Companies	81	7	29	8	4	10	4	2	2	4

Table XXXIV. Patterns of Automatic Progression With Ranges

No. Companies in Pattern	Progression Within Rate Range	Eligible for Merit Increase After Progression	
		Yes	No
19	X	X	
12	X		X
3	X		
Total - 34	34	19	12

SPECIAL BENEFIT PLANS

Table XXXV. Plans and Methods of Financing

Type of Plan	Company Financed	Employee Financed	Joint Contributions	Total Plans
Group Life Insurance	99	14	156	269
Hospitalization Insurance	66	194	49	309
Medical & Surgical Insurance	57	71	40	168
Accident & Health Insurance	37	7	46	90
Pension	80		75	155
Annuity	18	1	47	66
Guaranteed Annual Wage	1			1
Profit-Sharing Plan	29		3	32

In addition to the above, six companies reported other special benefits, including vocational training; Profit Sharing and Retirement; Death Benefit; Lunch and Thrift Club.

EXTRA CASH BENEFITS

Table XXXVI. Types of Cash Benefit Plans

Type of Plan	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
Christmas Bonus	89	8	33	6	8	5	3	4	6	2
Annual Bonus	56	2	14	9	1	13		1	7	5
Cost of Living Bonus	12		8			3				
Semi-Annual Bonus	4			1				1	1	
Periodic Bonus	3		1	2						
Christmas Bonus and Fiscal Year End Bonus	5		1	1					1	1
None	88	4	26	7	4	3	6	5	2	7
Not Indicated	74	9	32	4	5	4	1	1	5	
Total Companies	331	23	115	30	18	28	10	12	22	15

In addition to the Cash Benefits reported above, 24 companies reported various plans that did not lend themselves to tabulation.

SEPARATION PAY

Table XXXVII. Formal Plans

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Yes	160	7	59	14	10	16	5	9	10	4
No	178	18	58	19	8	12	6	4	12	9
Not Indicated	16	2	6	1		2		1		2
Total Companies	354	27	123	34	18	30	11	14	22	15

Table XXXVIII. Patterns on Separation Pay Policies

No. Companies in Pattern	Pay on Resignation	Pay on Discharge	Pay on Lay-Off	Pay in Lieu of Notice	Graduated Pay Plan
61		X	X	43	18
39			X	17	22
19		X		14	5
15*		Not Indicated		10	5
9	X		X	8	1
7	X	X	X	4	3
7	X	X		4	3
3	X			2	1
Total 160	26	94	116	102	58

* 15 companies stated they had separation pay policies, but failed to state under what conditions this pay was granted.

The 58 graduated plans were all pro-rated on basis of length of service, ranging to a maximum of 52 weeks' pay for 25 years' service.

LONGEVITY OF EMPLOYMENT

Table XXXIX. Average Length of Service

	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Av. Length of Service	8 1/2	9-2/3	8	6-2/3	6 1/2	10-1/3	7-1/3	6 1/4	6 1/2	9 1/2
No. Emps. in Average	52,863	628	10,383	2,315	1,965	9,666	8,228	974	770	14,636

Average is obtained by dividing total number of years of service by total number of employees reported.

Table XL. Length of Service By Years

Average Length of Service	No. of Companies	No. of Emps. Figured in This Average	% of Total Emps. Figured in this Average	Average Length of Service	No. of Companies	No. of Emps. Figured in This Average	% of Total Emps. Figured in this Average
$\frac{3}{4}$ years	2	75	.141	6 $\frac{3}{4}$ years	4	5,948	11.252
1 year	4	79	.148	7 years	13	1,353	2.559
1 $\frac{1}{2}$ years	3	72	.136	7-1/3 years	2	61	.115
1-2/3 years	2	136	.257	7 $\frac{1}{2}$ years	3	298	.563
1 $\frac{3}{4}$ years	1	40	.075	8 years	20	1,940	3.671
2 years	11	302	.575	8 $\frac{1}{2}$ years	3	723	1.367
2-1/6 years	1	35	.067	9 years	17	1,921	3.634
2 $\frac{1}{4}$ years	2	795	1.503	9 $\frac{1}{2}$ years	4	4,893	9.256
2-1/3 years	1	53	.100	9 $\frac{3}{4}$ years	1	229	.433
2 $\frac{1}{2}$ years	4	166	.314	10 years	11	15,849	29.981
2-2/3 years	1	70	.132	10-1/3 years	2	150	.283
2 $\frac{3}{4}$ years	3	189	.357	10 $\frac{1}{2}$ years	4	760	1.437
3 years	13	1,075	2.036	11 years	2	287	.542
3-1/3 years	3	242	.457	11 $\frac{1}{4}$ years	1	31	.058
3 $\frac{1}{4}$ years	1	60	.116	12 years	6	4,090	7.737
3 $\frac{1}{2}$ years	2	126	.238	13 years	2	104	.196
3 $\frac{3}{4}$ years	1	41	.077	13 $\frac{1}{2}$ years	2	394	.745
4 years	15	1,868	3.533	14 years	3	288	.544
4 $\frac{1}{4}$ years	1	14	.026	15 years	7	502	.948
4-1/3 years	1	243	.459	15 $\frac{1}{2}$ years	1	20	.037
4 $\frac{1}{2}$ years	6	696	1.316	16 years	2	195	.368
4 $\frac{3}{4}$ years	1	216	.408	17 years	1	46	.087
5 years	23	2,678	5.066	17 $\frac{1}{2}$ years	1	279	.527
5 $\frac{1}{4}$ years	2	84	.158	18 years	1	7	.013
5 $\frac{1}{2}$ years	2	394	.745	19 years	2	104	.196
5 $\frac{3}{4}$ years	4	240	.454	20 years	1	400	.756
6 years	11	431	.815				
6-1/3 years	2	285	.539	Totals			
6 $\frac{1}{2}$ years	4	1,166	2.205	8 $\frac{1}{2}$ Yr. Aver.	243	52,863	100.000

JURY DUTY

Table XLI. Pay Policies for Jury Duty

How Compensated	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Financial	Utilities	Ptg. & Pub.	Imp. & Exp.	Insurance
Full Pay, Employee Retain Jurors' Fees in Addition	288	15	102	27	14	29	9	12	17	15
Company Pays Difference Between Regular Salary and Jurors' Fees	34	5	12	3	2	1	2	1	2	1
No Pay from Company	6	2		1				1		
No Policy	25	5	9	3	1				3	
Total Companies	353	27	123	34	17	30	11	14	22	16

In addition to the above, one company grants full pay up to 12 days a year and after that, company pays difference in pay.

UNIONIZATION OF CLERICAL EMPLOYEES

Table XLII. Clerical Unions

Have Clerical Unions	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
Yes	23	4	3	1	2		5	6	1	
No	323	23	120	32	13	28	6	8	20	15
Not Indicated	6			1	3				1	
Total Companies	352	27	123	34	18	28	11	14	22	15

Table XLIII. Unionized Forces By Affiliation

Union	Combined Industries (Inc. Misc.)	Mfg. Plant Offices	Mfg. Adm. Offices	Trade W'sale	Trade Retail	Finan- cial	Utili- ties	Ptg. & Pub.	Imp. & Exp.	Insur- ance
A. F. of L.	3		2							
C. I. O.	15	3	1	1	2		4	3	1	
Independent	3						1	2		
Not Indicated	1	1								

One company reported having two unions, one affiliated with C. I. O. and the other is an independent union.

NATIONAL GUARD AND ACTIVE RESERVE TRAINING PERIODS

Table XLIV. Company Policies

	No Pay in Addition to Vacation	Pay for One Week in Addition to Vacation	Pay for Two Weeks in Addition to Vacation	½ Pay for Two Weeks in Addition to Vacation	Difference between Company Pay and Service Pay for One Week	Difference between Company Pay and Service Pay for Two Weeks	Difference between Company Pay and Service Pay for Three Weeks	No Pay
Must Take Training During Regular Vacation	23	1						
One Week in Addition to Regular Vacation		14			3			
Two Weeks in Addition to Regular Vacation	15	2	16	1	4	33		
Three Weeks in Addition to Regular Vacation							2	
Leave of Absence								10

Of 356 companies reporting:

124 companies indicated policy tabulated above;

208 companies reported no policy;

19 companies failed to state their policy, if any, and

5 companies reported variations in their policy that did not lend themselves to tabulation.

